

T H E S I S

TO BE PRESENTED FOR

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B Y

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*SUBJECT *

MODERN PERSONNEL POLICY AND ADMINISTRATION
AS ILLUSTRATED BY THE JORDAN MARSH COMPANY
OF BOSTON.

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OUTLINE OF THESIS

* SUBJECT *

MODERN PERSONNEL POLICY AND ADMINISTRATION
AS ILLUSTRATED BY THE JORDAN MARSH COMPANY
OF BOSTON.

I. Definitions.

A. Periods contrasted.

- a. Old 1911 - 1919.
- b. Modern 1919 - 1923.

B. Personnel Administration.

II. The Issues are:

- A. The modern policy obtains better results for the company.
- B. It obtains better results for the employees or fellow-workers.
- C. It obtains better results for the public.

III. Outline of Personnel Work in Jordan Marsh Company
1911 - 1919.

A. Organization of Personnel Division.

a. Employment Division.

- (a) Hiring and discharging done directly by the Superintendent.
- (b) Preliminary interviews and assistance in selection of applicants by the Assistant Superintendent.
- (c) One woman who booked people hired and checked references.
- (d) One girl wrote for references.
- (e) One woman followed individual sales. Checked one-half of 1% Commission. Kept a few records.
- (f) One man hired the Juniors.
- (g) Assistant in hiring for large sales from head of Educational Division.

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1900

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CHICAGO, ILL.

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(h) 1912 - Assistant Superintendent did all hiring except Juniors; Superintendent did more personnel work.

(i) 1916 - Employment Department moved from cramped quarters in Main Store to Annex.

1. One woman hired women.
2. One man hired men.
3. One man hired Juniors.
4. One man on Quota work.

(j) Later in 1916.

1. One woman hired women.
2. One man hired men and Quota also.
3. One man as Employment Manager.

(k) Deficiencies in System.

1. Lack of well defined hiring standards.
2. Lack of job analysis.
3. Follow-up work on employees.
4. Absence of employees' records.
5. No systematic form of discipline.
6. Inadequate sales efficiency system.

b. Educational Department.

(a) Head of Educational Department did most of teaching of store system.

Very limited time spent in this instruction. One woman assistant who did the clerical work and some teaching.

(b) Deficiencies in System.

1. Lack of individual instruction in store system.
2. Limited time.
3. Absence of salesmanship courses.

c. Health Department.

- (a) One Doctor each morning from 9 to 10 A.M.
- (b) Two Nurses for full time.
- (c) Small department of three small rooms.

(d) Deficiencies.

1. Insufficient medical attention.
2. No attempt at physical examinations to determine fitness for work.
3. Little confidence in doctor.
4. Health Department too small for needs.
5. Too little attention paid to health and sanitary problems of the store.

d. Personnel Service Division.

(a) One woman, head of department, did social and welfare work.

(b) Deficiencies.

1. Work unorganized.
2. Real object of the work did not reach the employees.
3. Sources of information for work not suitable.
4. Insufficient equipment to work with.

IV. Outline of Modern Personnel Work 1919 - 1923.

A. Personnel Organization.

a. Chart showing organization of whole Personnel Division.

(a) Explanation of chart, showing line of authority and responsibility.

b. Employment Division.

(a) Job Analysis Chart.

(b) Evolution from the old Organization.

1. Personnel of Employment Division.

(1) Supervisors.

(2) Clericals.

(3) Master Record.

(4) Quota & Bonus Section.

(c) Aims, Ideals and Standards of the
Employment Division.

1. Aim of Personnel Methods now.

- (a) Humanize the work.
- (b) Obtaining Maximum of efficiency
with the minimum of effort and
friction.

2. Divisions of Employment Division.

- (a) Sales
- (b) Office
- (c) General
- (d) Junior
- (e) Executive.

3. Promotional Plan.

- (a) Job Analysis Charts.
- (b) Diagram of Promotional Steps.
- (c) Executive Training Course.
- (d) Basis of Promotional Work.
 - (1) Job Analysis.
 - (2) Followups.
 - (3) Personnel Rating Sheets.
 - (4) Master Record Card and folder.
 - (5) Executives making reports:
Be honest and fair; have the
courage to tell the truth; do
not recommend for promotion
in order to get rid of poor
material.
 - (6) Reports from Educational
Division.

4. Hiring.

- (a) Promotional material only.
Having stream of fresh blood
flowing in all the time.
- (b) Fewer specials.
- (c) Less hiring and more intensive
training.
- (d) Qualities looked for
 - (1) Age.
 - (2) Types, bright, alert and neat,
height.

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- (3) Personality; pleasant and agreeable.
- (4) Present attitude towards a position, and ambition.
- (5) Education
- (6) Experience.

(e) Wages:

- (1) Pay what a person is worth.
- (2) Minimum Wage
 - (a) Date in effect.
 - (b) Dependent minimum wage.
- (3) Profit Sharing.

5. Discharges.

- (a) Rules and exceptions.
- (b) Three Year rule.
- (c) Results.

- (1) Intelligent handling of cases.
- (2) Improved morale in store.
- (3) Less Turnover.
- (4) Better force of people.
- (5) Some not adapted for business; fair for them; fair for the firm.

6. Pensions.

7. Disciplining.

- (a) Purpose.
 - (1) Constructive helpful criticisms.
- (b) Spirit given in.
- (c) How handled.
- (d) Source of information for discipline.
 - (1) Follow-ups.
 - (2) Personnel Rating Sheets.
 - (3) Special follow-ups.
 - (4) Shoppers' Reports.
 - (5) Special reports from Executives.
 - (6) Sales record.

(e) Results obtained.

8. Placement Work and Transfers.

- (a) Aim - Fellow-worker on the right job.
- (b) Opportunity for Executive to aid in this work by correct reports given to Employment Division.
- (c) Transfers.
 - (1) Reasons.
 - (2) Reasons for transfer told.

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- (3) Few transfers as possible made.
 - (a) No disgrace in transfer.
 - (b) Value in Fellow-worker being able to be transferred.
- (4) Results.
 - (a) Balancing of Pay Roll in different sections of the store.
 - (b) Less hiring of extra help.
 - (c) Cutting down of new help and increased profits.
 - (d) Decrease Labor Turnover.
 - (e) Obtains greater efficiency.

9. The Human Element.

- (a) Most important; most interesting.
- (b) How handled in Employment Division.
 - (1) Work of Supervisors.
Sympathetic understanding,
intelligent attitude of
supervisor.
 - (2) Confidence in Supervisors.
 - (3) Urged to come to Employment Division
with complaints adjusted fairly.

10. Ideals to be Attained.

- (a) An intelligent force.
- (b) Good morale throughout the store.
- (c) Efficiency in the rank and file.
- (d) Promotions within store.
- (e) Co-operation among everyone for one
interest only - i.e. - The Business.

c. Educational Department.

- (a) Job Analysis Chart.
 - (1) Personnel of Educational Division.
- (b) Description of training and of various
courses given to the Employees.
 - (1) Training new salespeople.
 - (a) Three day training for store system.
 - (b) Salesmanship. Four lessons.
 - (c) Store standards and policies.
 - (2) Textiles.
 - (3) Color and design.
 - (4) English courses.
 - (5) Executive Training Course.
 - (6) Training for buyers and assistants.
 - (7) Inspirational lectures.
 - (8) Demonstrations and projects.

(c) Results Obtained by Educational Division.

- (1) Better trained and more intelligent employees.
- (2) Research work in store education.
- (3) Stimulates and aids promotions in the store.
- (4) Assists Employment Division in judging intelligence and personality of salespeople.

d. Health Department.

(a) Job Analysis Chart.

- (1) Personnel.
 - (a) Two permanent doctors.
 - (b) Nurses.
 - (c) Visiting nurses.
 - (d) Clericals.

(b) Equipment.

(c) Work of Health Department.

- (1) Voluntary visits of employees when ill.
- (2) Returning from illness.
- (3) Physical examinations.
 - (a) Food handlers.
 - (b) Elevator operators.
- (4) Giving advice as to placement of employees according to physical fitness.
- (5) Relation to Rest House at Wrentham.
- (6) Prevention of disease and illness.
- (7) Responsibility for sanitary and health conditions.

(d) Results Obtained by Health Department.

- (1) More healthful group of employees.
- (2) Health standards raised.
- (3) More intelligent handling of placing people at work.
- (4) Prevents illness.

e. Personnel Service Division.

(a) Job Analysis Chart.

- (1) Personnel.
 - (a) Man - Head of Division.

- (b) Woman as assistant.
- (c) Stenographer.

(b) Functions.

- (1) Mutual Aid.
- (2) Home conditions.
- (3) Personal problems.
- (4) Relief of all kinds.
- (5) Rest House
- (6) Recreation floor.
- (7) Roof-garden.

(c) Results Obtained.

- (1) People more contented.
- (2) A great deal of good is done in the right way.
- (3) Relieves the usual cold blooded business spirit of the corporation towards its employees, and gives the personal touch.

f. Relation of Educational Department, Health Department and Personnel Service Division to the Employment Division.

- (a) Reports and information from each of these departments used by the Employment Division.

V. Results Obtained from this Modern Policy, showing its superiority over the Old System.

A. Better results for the company.

- a. Lowers Labor Turnover.
- b. Cuts down losses due to wastes.
- c. Increases profits.
- d. Increases volume of business.
- e. Produces a more efficient force of workers.
- f. Lowers salary costs.
- g. Produces a more loyal force of workers.
- h. Better morale.

B. Better results for the employees or Fellow-workers.

- a. Increased earnings.
- b. Opportunities for promotion.
- c. Better working conditions.
- d. Personal relief when needed.
- e. Permanent positions without fear of unjust discharge.
- f. Opportunities for more education.
- g. Better physical conditions of the workers.

CHAPTER 10

Section 10.1

- 1. Let $f(x) = x^2 + 1$. Find $f'(x)$.
- 2. Let $f(x) = x^3 - 2x$. Find $f'(x)$.
- 3. Let $f(x) = \frac{1}{x}$. Find $f'(x)$.
- 4. Let $f(x) = \sqrt{x}$. Find $f'(x)$.
- 5. Let $f(x) = \ln x$. Find $f'(x)$.

Section 10.2

- 1. Let $f(x) = x^2 + 1$. Find $f'(x)$.
- 2. Let $f(x) = x^3 - 2x$. Find $f'(x)$.

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Let $f(x) = \ln x$. Find $f'(x)$.

- 1. Let $f(x) = x^2 + 1$. Find $f'(x)$.
- 2. Let $f(x) = x^3 - 2x$. Find $f'(x)$.
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Let $f(x) = x^2 + 1$. Find $f'(x)$.

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- 3. Let $f(x) = \frac{1}{x}$. Find $f'(x)$.
- 4. Let $f(x) = \sqrt{x}$. Find $f'(x)$.
- 5. Let $f(x) = \ln x$. Find $f'(x)$.

C. Better Results for the Public.

- a. More courteous and intelligent treatment.
- (1) Better service
- b. Better advice in purchasing.
- c. Economics which result in lower prices of merchandise.
- d. Insures the public of dealing with a healthy group of people

VI. Future development of personnel policy.

A. Saturation point not reached yet.

B. Further possibilities of development.

- a. Employment Division
 - (a) Job analysis of sales departments.
 - (b) Mental tests in hiring
 - (c) Selection of better types
 - (1) Appearance.
 - (2) More refinement.
 - (d) Executive training course for women.
 - (e) Revision of record forms
 - (f) More intelligence in making out personnel rating sheets and various reports.
 - (g) Change of three year rule on discharges to five years.
- b. Educational Department.
 - (a) Junior Division - more intensive work.
 - (b) Sales Division - more education and training.
 - (c) Non-selling Department courses.
- c. Health Department.
 - (a) Dental clinic.
 - (b) Physical examinations.
 - (c) More intensive work in prevention of illness.

VII References

A. Bibliography of personnel books

B. List of stores having modern personnel administrative systems.

MODERN PERSONNEL POLICY AND ADMINISTRATION
AS ILLUSTRATED BY THE JORDAN MARSH COMPANY OF BOSTON

The modern personnel policy and administration in the Jordan Marsh Company is that policy which was put into effect in 1919 and has continued down to the present time with some developments. The old policy was that in effect previous to 1919; and the old policy written about in particular in this thesis was during the period from 1911 to 1919.

The modern meaning of personnel administration is the direction and co-ordination of the human relations of any organization with a view to getting the maximum necessary production with a minimum of effort and friction, and with proper regard for the genuine well-being of the workers. It is with these ideals in mind that the personnel is carried on in the store of Jordan Marsh Company.

The modern policy obtains better results than the old policy for three different classes of people; for the company, for the employees, and for the public at large; that is, each one of these classes is benefited in various different ways by the personnel policy in vogue since 1919.

In order to give a background for, and also to show the development and the advantages of the present day policy, a short sketch is given here of the old policy used from 1911 to 1919.

The system in use in 1911 by the Jordan Marsh Company was typical of that used in large stores, not only in Boston, but throughout the country, so that whatever deficiencies are shown in this old system should not be construed as a reflection on the Jordan Marsh Company, because at this time very little progress had been made in any of the large stores in the country toward establishing the modern personnel policy. On the other hand, Jordan Marsh was far ahead of many of the other stores even larger than she in her personnel administration.

In 1911, the Employment Office of the Jordan Marsh Company was located in the main store on the fourth floor, in the rear. It was comparatively a very small place in which to hire employees for a store employing over 3000 people. This office was separated from the rest of the store by a thin wooden partition. Inside of this office was a flight of stairs of about six steps which led up to a smaller office, occupied by the store superintendent and his assistant. The assistant superintendent stood on these steps where he could overlook the crowd of applicants for positions. He did most of the preliminary interviewing and assisted the superintendent in the selection of applicants. Almost all of the final hiring or discharging was done by the superintendent; although, there was one other man who hired the boys and girls under 18 years of age.

This employment system which has just been briefly outlined, was typical of those used in the larger stores throughout the country. It had, of course, some deficiencies, because employment systems had not been so thoroughly analyzed and developed as they are now.

The well-defined hiring standards of today were lacking, due in a large part to the absence of job analysis and job specifications.

There was no systematic follow-up of employees. The employment manager kept himself informed of the employees' record in the store by walking about the store and talking to the various department-heads. The man who did this had a wonderful memory and kept most of this information in his head. A few records were kept in his office, but in most cases when a person was disciplined, the employment manager remembered it, and was able to assemble mentally all of the facts in the case when there arose the question of the advisability of a person's discharge from the store.

Before the Quota System was put in, there was no exact way of measuring a salesperson's efficiency. Today, if the salesperson does not perform the task allotted, it is immediately investigated and followed up.

Around 1911, Educational work and Training Systems in the stores were very small. Educational work at this time was limited mostly to the teachings of the store system. The personnel of the Educational Department of the Jordan Marsh Company in 1911 consisted of two women. The head of the department did most of the teaching of store system and of rules. She had a young woman as an assistant who did the clerical work of the department and who assisted in teaching store system also. These women did wonderful work by giving words of encouragement to many of the people who came to work for the first time in their lives. Some of these people were naturally apprehensive in going to work for the first time and especially for such a large corporation as Jordan Marsh Company. The Educational Department did much to dispel the nervousness by encouraging these newcomers and explaining to them what Jordan Marsh Company stood for in its relation to its employees. By this means, the Educational Department, undoubtedly, prevented many good employees from becoming discouraged and leaving the store.

Due to the small personnel of this department, then, and to the limited time given to teaching store system, very little individual instruction could be given. The result was that store system was not learned as thoroughly as it should be and had to be assimilated in the department of the employee when learning other things, such as the merchandise of his department.

Although every salesperson in the store was expected to know and practice the principles of salesmanship in selling, yet the educational department attempted very little in the way of teaching salesmanship. As a result, the art of real salesmanship was not developed to the point at which it is today.

About 1911, the Health Department consisted of a doctor who was in his office in the store every morning from nine to ten o'clock, and two graduate nurses who were there all day. During the first hour in the morning from nine until ten, the doctor met all employees of the store who wished to come to him for medical advice. He prescribed whatever he thought was necessary for each particular case coming to his attention, and then referred the case to one of the nurses for further treatment of this, if necessary. At ten o'clock, the doctor left the store for the rest of the day.

The two nurses were on duty all day in the Health Department and received all employees in the store who came to their department. If they thought that any of the employees who came to them should receive the doctor's attention, they told these people to see the doctor the next morning, if it was too late to see him at that particular time. Of course, in the event that the employee was too ill to work, he was sent home at once by the nurse.

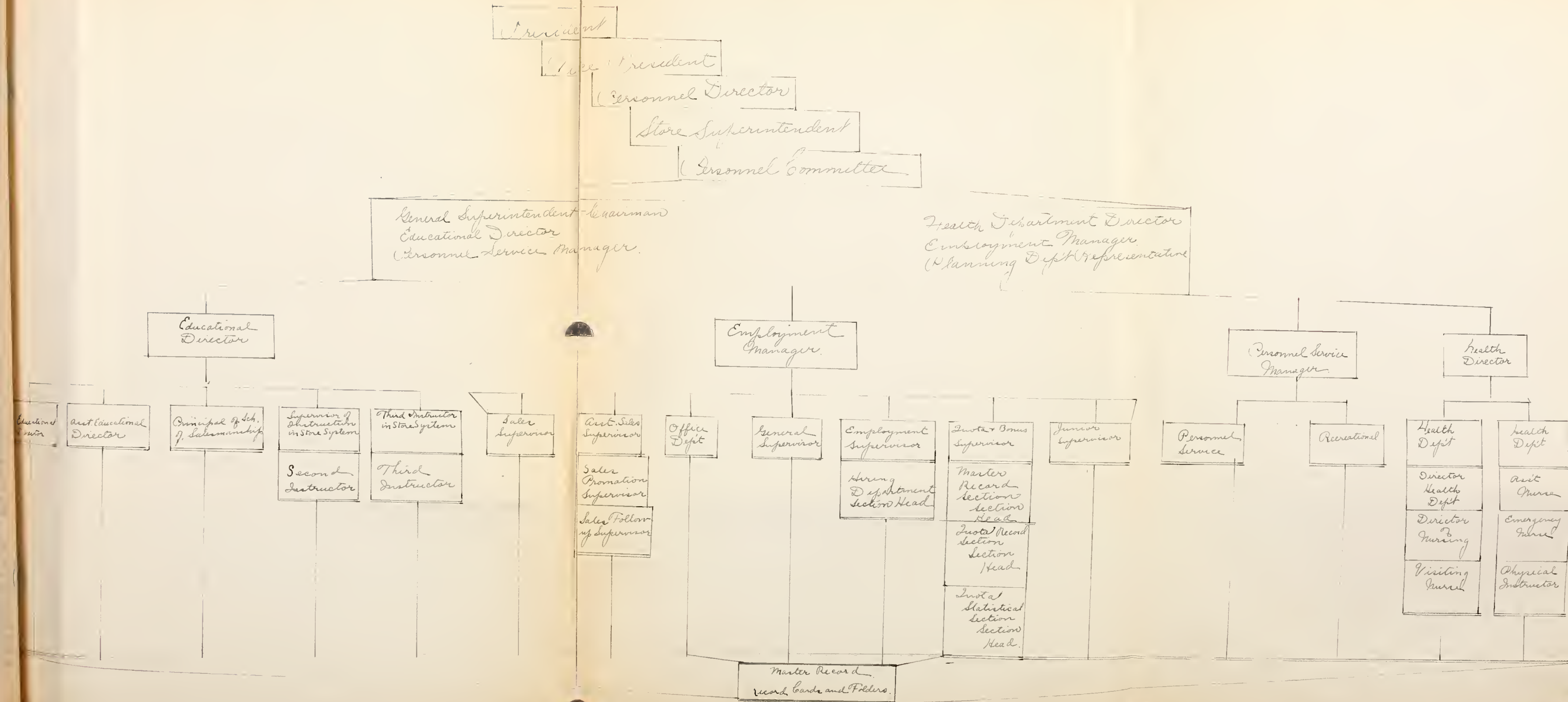
The Health Department consisted of three small rooms; one room was occupied by the doctor as his office when he was in the store. This room contained the doctor's desk and chair, besides a small bed which could be used during the day if any of the employees, not feeling well, wished to lie down for a time. Another room was the treatment room, where patients were treated by the nurses and sometimes by the doctor. The third room was situated between the doctor's room and the treatment room. This room contained two small beds, used during the day by people who wished to lie down.

There were no records kept of personal visits to the Health Department. The only record was that kept in a large book like a ledger; in which was written the department number from which the patient came, whether it was a man or woman, and what was the cause of the visit.

At this time, a Health Department of this kind was all that it was thought necessary to have in most business houses of all kinds. It was not deemed essential to have the elaborate Health Departments which we have today. If a person was ill then, the most proper and logical thing to do was to obtain the services of the family physician. Due to this idea, there is not much doubt today that there was a great deal of time lost from business through illness, and much inefficiency through poor physical condition, which might have been prevented had there been more medical attention in large business concerns.

There was very little attempt to determine a person's fitness to fill various positions at this time. This is a matter which is considered very important now in order to have the work done most efficiently by people who are best suited physically to perform it. Although, Jordan Marsh Company had an excellent doctor to treat the employees, yet they did not have the confidence in him which is necessary in order to obtain the best results. This lack of confidence was due to the limited time which the doctor spent in the store. As it was short, the time which he was able to give to each patient was necessarily short, so that in many cases, it did seem as if his examination of the patient was rather hurried and that the personal interest of the doctor in each case was lacking.

Organization of Personnel Division:



This idea was wrong and unfounded, but yet it persisted, and prevented the Health Department from obtaining better results in the store.

The Health Department was too small to care for the needs of so many employees and was thus handicapped in the work by its physical size.

Health and Sanitary problems of the store did not then receive the expert attention they do now. This was due mainly to the lack of personnel in the Health Department. As the doctor was only in the store for an hour each day, he did not have the time to devote to these problems. What work of this kind was done, was looked after by the store superintendent.

Personnel service or Welfare work in 1911 was not as strongly or as efficiently organized as it is now. Jordan Marsh Company had a very capable woman at the head of its welfare work. The other member of this department was a stenographer. The head of the department investigated all home circumstances of employees which she thought need assistance or relief. She brought these cases to the attention of the directors with her recommendations for action, which were usually accepted. People in the store who needed a rest were taken care of through her, as well as those people who were too old to work, and who were pensioned off. A few years later, about 1919 when the directors bought the rest house at Wrentham the task of keeping this house filled with worthy employees in need of a rest, was given to the head of the Personnel Service Division. She also did much in helping to organize the social activities of the store.

The principal trouble with this department at this time was, that the work was not so organized so that the real object of the work would reach the employees in the way that it should. The firm was trying to get away from the idea that this work was welfare work. They were trying to impress on the employees that whatever was done for the employees was done on a strictly business basis, and for the business reason to make them more efficient in relieving them from the worry of these things. But the sources of information to get at these things were not available. There was no systematic way of arriving at them under the old method.

Also, at this time, this department had insufficient equipment with which to carry out its work. It was not until 1919 that the rest house at Wrentham was bought or the employees' recreation floor was provided.

The real modern personnel work began about 1919. The personnel organization to carry on this work is far more extensive and was gradually evolved from the old organization. The accompanying chart shows the organization of the whole personnel division.

All personnel policies must receive the approval of the President of the Company before being put into effect. Final decisions of many important personnel problems are given by the President, as for instance, approving recommendations for discharge of people in employ of the company for three years or more.

The first of these is the fact that the majority of the population of the country is of Indian descent.

The second is the fact that the majority of the population of the country is of Indian descent.

The third is the fact that the majority of the population of the country is of Indian descent.

The fourth is the fact that the majority of the population of the country is of Indian descent.

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The seventh is the fact that the majority of the population of the country is of Indian descent.

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The Personnel Director who is one of the directors of the company is responsible to the President for all personnel work in the store. He has as his assistant, the store superintendent, who has general supervision over all of the different personnel departments of the store.

The Employment Manager, the Educational Director, the Head Doctor of the Health Department and the Personnel Service Manager are responsible to the Personnel Director through the store Superintendent.

The old Employment Division organization was used as a basis on which to build the new one. The position of a woman to do the hiring of all women was retained, as was the position of the hiring of all men, but the man who did the hiring and quota work together, was relieved from his hiring work and devoted all of his time to quota and record work. The position of hiring people under eighteen years of age was done away with. This hiring is now done by either the man or woman doing the hiring under the new system. These two people are called Hiring Supervisors.

One section of the Employment Division is called the hiring section where all of the clerical work of that division is done. In this section is a girl who operates the switchboard for the Employment Division and assists in clerical work; one girl who books those hired and does general clerical work; one girl who does filing, writes for references and assists in the clerical work; one girl who is the stenographer for the Employment Manager; and one girl who has charge of the references and who is also head of this hiring section.

One section of the Employment Division called the Master Record, is devoted to the keeping of the personal records of the employees of the store. There are four girls in this section, whose work it is to keep up these records.

The Quota and Bonus section is another division of the employment which consists of about eight girls. This section controls and keeps the records of the whole quota commission system of the selling force, and the bonus payment system for the non-selling people. This section, as well as the Master Record, is supervised by the man who was placed in charge of the Quota. He is called the Quota and Bonus Supervisor.

A great many people who have had little or no experience in coming in contact with a modern Employment Office such as at Jordan Marsh Company, think that the main or only function of such an employment office is that of hiring, but in reality, hiring is only a small part of the work of that office, for the worker must not be forgotten after he is hired. One of the aims of the Employment Division is to so humanize the work that every employee will be treated as a human being and not merely as a cog in the wheel. The proper co-ordination of human relations between the employer and the employee is eagerly sought for and carried out. For this reason everyone in the store, from the President down is called a "Fellow Worker" and not an employee.

	REG. MONTHS	SUMMER MONTHS	XMAS MONTHS
CLASS 1			
2	1		
3	4		
4	3		
5	1		
6			
7			
8			
9			
10			
TOTAL	10		

SYMB	MAF	M-W-YM-YW-6-G-POR							X	X
	ST-W-5	H-MED-L	MON	FT	EY	STR	HER	PRO G		

PERSONNEL SUPERVISOR
(SUPERINTENDENT)

EMPLOYMENT DIVISION MGR.

QUOTA AND BONUS SUPERVISOR

	REG. MONTHS	SUMMER MONTHS	XMAS MONTHS
CLASS 1			
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
TOTAL			

DIVISION SYMBOL	SALARY BASIS
DEPT. SYMBOL QTBO	DEPT. SALARY AVE.

DEPT. SYMBOL	CLASS OF WORK SYMBOL	DEPT. SYMBOL	CLASS OF WORK SYMBOL	DEPT. SYMBOL	CLASS OF WORK SYMBOL	DEPT. SYMBOL	CLASS OF WORK SYMBOL	DEPT. SYMBOL	CLASS OF WORK SYMBOL
QT80	EM-4B-A	QT80 -	EM-4C-B	QT80	EM-5-B				
	JOB NAME Quota Sta. Cler.		Quota Sta. Typs. Cl.		Clerical Apprentice				
FUNCTIONS		FUNCTIONS		FUNCTIONS		FUNCTIONS		FUNCTIONS	
Balancing Dept. sales monthly for new Depts. and reclassified Depts. to find salary sales cost figuring monthly Dept. quotas for Buyers and sales-people		Typing Dept. quota sheets and cards-Helping statistical section in spare time-Typing monthly misc quota reports for Firm and misc men if possible		Clerical detail pertaining to sales efficiency and quota while understudying for EM-3B-A or EM-4B-A					
JOB SPECIFICATIONS		JOB SPECIFICATIONS		JOB SPECIFICATIONS					
1. YW-S-L 2. Accuracy-Carefulness 3. Knowledge of figures 4. Teamworker 5. Comptometer machine operator First class 6. Understudied by QT80 4		1. YW-S-L 2. Accuracy-Carefulness 3. Ability to copy figures accurately 4. Knowledge of typing 5. Understudied by Office Training 6. Promoted from C Office position		1. YW-S-L 2. Accuracy-Carefulness 3. Knowledge of figures 4. Teamworker 5. Comptometer machine operator First class 6. Understudied by Store or Outside					
SALARY		SALARY		SALARY		SALARY		SALARY	
PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES	

DUPY, YWHS	CLASS OF WORK SYMBOL
JOB NAME	
QTBO	EM-2A-X Master Record Sec. Hd.
FUNCTIONS	FUNCTIONS + Responsible for Master Record Section--Total labor turnover for all Depts--Distributes all personnel record tickets, record of change sheets, applications and time cards to all sections--Entering all personnel information from personnel tickets, record of change sheets, applications and time cards on office dept. Master Record cards--Special reports when desired--Responsible for all forms and supplies used in Master Record Sections.
JOB SPECIFICATIONS	 1. F-YW-X-S-L 2. Accuracy-Carefulness 3. Teachableness 4. Knowledge of the Job 5. Knowledge of the Store 6. Understudied by QTBO 2B 7. Promoted from QTBO 2B
SALARY	
PROFIT SHARES	
QTBO	EM-2B-A Master Rec. Cler.
FUNCTIONS	FUNCTIONS Entering all personnel information from personnel tickets record of changes sheets, applications, and time cards on general and junior departments master record cards--File all left master records and personnel tickets--Make out folders for newcomers--Help Sec. Hd. when necessary.
JOB SPECIFICATIONS	 1. YW-X-S-L 2. Accuracy-Carefulness 3. Teamworker 4. Knowledge of the Store 5. Understudied by QTBO 2A
SALARY	
PROFIT SHARES	
QTBO	EM-3A-X Quota Sec. Hd.
FUNCTIONS	FUNCTIONS Responsible for Quota Section sales records commission sheets, mds men's reports--Increases ticket information for Personnel Supervisor--Distributes personnel tickets record of change sheets applications and time cards--Special information when desired--Return all personnel tickets etc. to Class 2A
JOB SPECIFICATIONS	 1. YW-S-L-EY 2. Accuracy-Carefulness-Skill 3. Knowledge of figures essential 4. Must be a machine operator 5. Understudied by QTBO 3R 6. Promoted from QTBO 3B
SALARY	
PROFIT SHARES	
QTBO	EM-3E-A Quota Cler.
FUNCTIONS	FUNCTIONS Entering sales, quota, days worked sales-ies transfers on sales record cards--Figure individual and Dept. quota statistics monthly commissions for salespeople monthly statistical report for Firm and mds men--Special information when desired--Entering all personnel information etc. on sales Dept. Master record cards.
JOB SPECIFICATIONS	 1. YW-S-L-EY 2. Accuracy-Carefulness-Skill 3. Knowledge of figures essential 4. Computer machine operator--First Class 5. Understudied by QTRO 3A
SALARY	
PROFIT SHARES	
QTPO	EM-4A-X Quota Sta. Sec. Head
FUNCTIONS	FUNCTIONS Responsible for Statistical Sec. monthly quotas for all sales depts.--Classification of Dept. quotas--Monthly distribution of Dept. quotas to Buyers and salespeople--Statistic for reclassification of Depts. for new quotas.
JOB SPECIFICATIONS	 1. YV-S-L 2. Accuracy-Carefulness 3. Knowledge of figures essential 4. Knowledge of the Store 5. Should be a machine operator 6. Understudied by QTRO 4R
SALARY	
PROFIT SHARES	

Salesperson No. _____

Your Quota of Net Sales for _____ is _____

Monthly _____

Daily _____

You will be paid _____% in addition to your salary on amount of sales above your quota. Payment will be made monthly.

Keep your own record on reverse side of this card. If you fall below your daily average, you must make it up before the end of the month in order to earn any quota commission. Allowance will be made for days you are absent.

At the end of the month figure up what you expect to receive in the following manner: Multiply your daily quota by number of days present. This will give your total quota. From your total sales subtract your total returns. This will give your net sales. Figure your bonus on the amount by which your sales exceed your quota. Enter these figures at bottom of this card.

In starting a system of this kind there may be inequalities and conditions which seem unfair. These should be immediately reported to the Quota Dept., Executive Office, for consideration.

WATCH YOUR QUOTA! The more you sell above it the more you make.

SALESPERSON'S REPORT

Total Sales _____ Quota _____

Total Returns _____ No. of Days _____

Total Net _____ Total Quota _____

Excess _____ Bonus Expected _____

OFFICE REPORT

Total
Net Sales _____ Days _____ Quota _____

Excess _____ Bonus _____

BUYER'S—Send Cards to QUOTA DEPT. at the end of each month.

DATE	AMOUNT	RETURNS	NET
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			



Every business organization strives to get the maximum necessary production with a minimum of effort and friction. This, the Employment Division works for, together with a proper regard for the genuine well-being of the workers.

The greater part of the work of the Employment Division is the maintenance of the friendly oversight of the workers. The maintenance of this friendly oversight is facilitated by dividing the store into four divisions; sales, office, junior and general. Over each one of these groups is one person who is particularly interested in the present welfare and the future promotion of each one in that group. These people are called supervisors.

If a worker is in an office position, it is the Office Supervisor or Office Manager, as he is now called. If the worker is a junior, that is, the Junior Supervisor. If the worker is a general worker; such as, an elevator operator, shipper or receiving room clerk, it is the general supervisor.

If, however, the person is a salesperson, he is in one of the largest groups in the store, for there are more salespeople than any other kind of worker. There has been provided, therefore, not only one person, the Sales Supervisor and Assistant Employment Manager to help the salespeople, but three additional people to help him help them. These are; first, the Assistant Sales Supervisor or Promotional Supervisor, whose duty it is to keep in such close contact with the work of the salespeople so as to be able to recommend them for promotion when better positions are being filled. She maintains a list of those salespeople who from the results of their application to work and of good attendance should be promoted. She also keeps a list of those who unfortunately become delinquent in their work, and tries to help them improve their record. Those who are not adapted for their jobs or who request transfers to other positions, she tries to place them in the jobs for which they are best fitted.

The second assistant to the Sales Supervisor is the follow-up supervisor, who by talking with the Department Managers or their assistants or with the Floor Superintendents, finds out just what kind of work each salesperson is doing. She makes a report on a Fellow Worker Analysis Form of the results of these talks to the Sales Supervisor and the Promotional Supervisor. These reports are very carefully gone over and checked up.

The third person who assists the Sales Supervisor is the Quota and Bonus Supervisor. He supplies the Sales Supervisor with information concerning the sales efficiency of the salespeople. The Quota and Bonus Supervisor also assigns each month the quota to each salesperson. The quota is a plan, by means of which each salesperson has the opportunity to increase his earnings according to his ability. A percentage bonus is paid upon the excess of the amount assigned to be sold, which amount is called the quota. The amount of the quota is different for each department in the store, and is different for each month of the year. It is based in a particular department on what has been sold in that department on an average over a period of five years. The quota tells each salesperson what he should sell each month in order to accomplish as much as other people in that department, have accomplished. The theory and plan by which the quota is worked out is best illustrated by the following example in which the figures are fictitious.

CHART SHOWING

S A L E S

O F F I C E

G E N E R A L

J U N I O R

E F C U T I V E

S Y M B O L S

RETURN SYMBOLS

PA	PERSONAL AFFAIRS
IP	ILLNESS PERSONAL
IMP	ILLNESS MEMBER OF FAMILY
LOT	LAID OFF TEMPORARILY
TE	TEMPORARILY EMPLOYED
VAC	VACATION
SPEC	SPECIAL (STATE REASON)

LEFT SYMBOLS

DESIGNED

1 - WS NOT SATISFIED WITH SALARY
2 - HW NOT SATISFIED WITH WORK
3 - LC LEAVING CITY
4 - JR BETTER JOB
5 - HR HOME REASONS
6 - GS GOING TO SCHOOL
7 - HB-1 HEALTH - PERMANENT
8 - UGAS UNABLE TO GET ALONG WITH SUPERIOR
9 - EH ENLISTED
10 - OH SATISFACTORY REASONS
11 - NK NOT KNOWN
12 - HB-2 HEALTH - TEMPORARY

DISCHARGED

13 INCOMPETENT
14 INTERFERENCE
15 INSUBORDINATION
16 GENERALLY UNDESIRABLE
17 BLUNDER RECORD
18 MISCONDUCT
19 DISHONESTY
20 REFERENCES
21 OTHER REASONS (UNDER 16)
22 SUSPICIOUS CIRCUMSTANCES

Laid Off

RH	REDUCING HELP
TEM EM	TEMPORARY EMPLOYMENT
PHY	PHYSICAL
VAC	VACATION

UNAVOIDABLE

MAR	MARRIED
SPR	SUPERANNUTED
DEA	DECEASED
V-VAC	VOLUNTARY VACATION

TRANSFER SYMBOLS

HNSW	HEAD NOT SATISFIED WITH WORK
ENSW	EMPLOYE NOT SATISFIED WITH WORK
UTGLS	UNABLE TO GET ALONG WITH SUPERIOR
DIS	DISCIPLINE
NCFW	NOT COGNIZANT WITH FELLOW WORKERS
NSS	NOT SATISFIED WITH SALARY
I	INSUBORDINATION
CT	COURSE OF TRAINING
BFF	BETTER FUTURE PROSPECTS
HEA	HEALTH
PHY	PHYSICAL
A	AGE
RTRD	RETURN TO REGULAR DEPARTMENT
	REDUCING HELP
H.OTH.D.	HELP OTHER DEPARTMENT
SPECIAL	

SYMBOLS

SALARY	SYMBOLS
1000	A
1100	B
1200	C
1300	D
1400	E
1500	F
1600	G
1700	H
1800	I
1900	J
2000	K
2100	L
2200	M
2300	N
2400	O
2500	P
2600	Q
2700	R
2800	S
2900	T
3000	U
3100	V
3200	W
3300	X
3400	Y
3500	Z

H - 1
C - 2
E - 3
X - 4
P - 5
S - 6
A - 7
S - 8
B - 9
H - 0

(Example:
MEPB-\$13.50)

JOB ANALYSIS SYMBOLS

MA-F	MALE - FEMALE	S	SITTING
M	MAN	H	HEAVY
W	WOMAN	MD	MEDIUM
YM	YOUNG MAN	L	LIGHT
YW	YOUNG WOMAN	MCN	MONOCOROUS
B	BOY	FT	FEET
G	GIRL	EY	EYES
FOR	FORETH TYPE	STR	STRENGTH
ST	STANDING	HEE	HEARING
W.	WALKING	PRO-G	PROMOTION GUARANTEED



"First: The total net sales for the department for each month of the year for the past five years is taken.

"Second: The total salaries in the department for the same length of time is taken.

"Third: The total salaries for each month for the five years is divided by the total sales for each month for the five years. The resulting number is the average selling expense in that department for each month.

"Take an example to make it clear:

"Suppose that the department has done 10,000.00 business for each June for the last preceding five years. Adding, the total amount of business for the five Junes is 50,000.00.

"Suppose that the salaries in the department have been, each June for the last five years, \$550.00. Adding, the total amount of salaries is \$2,750.00.

"Divide the \$2,750.00 (total salaries for five Junes) by \$50,000.00 (total sales for five Junes). The answer is .05 1/2%, which means that the selling expense in the department is five and a half per cent.

"Now suppose that a salary is \$11.00 per week. Eleven dollars is 5 1/2% of \$200.00. Therefore, \$200.00 is the quota and the person will have to sell it each week before he will actually earn his salary of \$11.00. Whatever he sells over and above \$200.00 will be over and above what the \$11.00 pays him for. On any amount he sells above \$200.00 per week, therefore, he is entitled to a bonus commission of 2% (-).

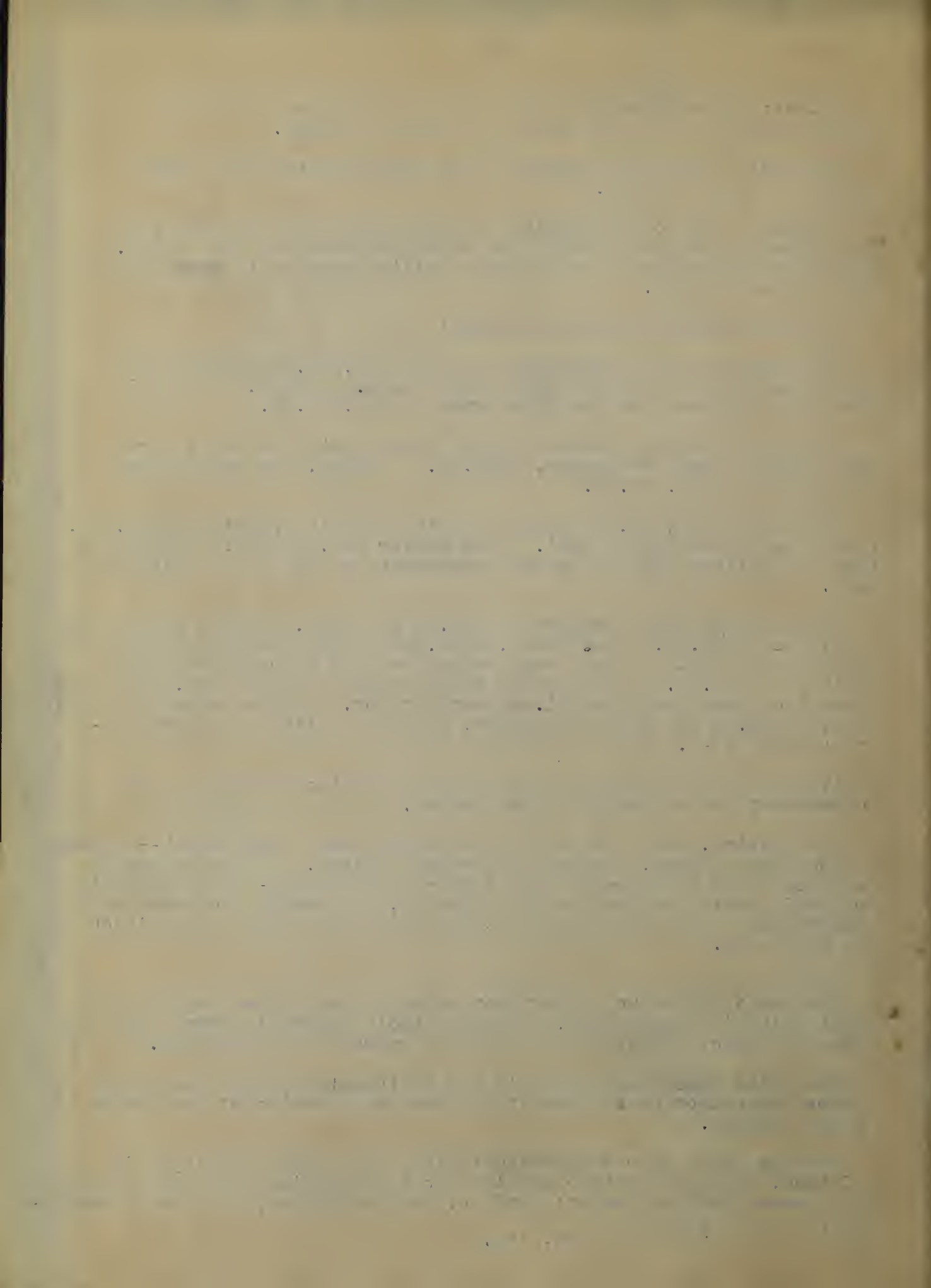
"The quota has nothing to do with the commission anyone in the department has earned the month before.

"In justice, the quota must be changed almost every month--raised in the busy season, lowered in the dull season. At the beginning of each month employees are notified-- in writing-- of the amount of their quota for that month; that is, the amount they must sell before they have earned their salary and before they are entitled to any bonus."

The Quota and Bonus Supervisor tries to help those people, who fall below in their sales, to better their record in order that they may earn more, and also to be of more value to the business.

The Sales Supervisor with his two assistants and the Quota and Bonus Supervisor constitutes the sales organization of the Jordan Marsh Company.

Besides these four sections described into which the store is divided, there is another smaller section comprising what is called the Executive Departments; such as, the Pay Office, the Health Department, the Advertising Dept, etc.



These Executive Departments come under the immediate supervision of the Employment Manager.

All of these supervisors, except the Office Manager, who is located on the fifth floor, main store, are located in the Employment Division, seventh floor in the annex.

Every fellow worker in the store is urged to go to the Employment Division at any time to talk over with the proper supervisor, any grievance or any trouble they may have. The supervisors are friends of their people and are always ready to give them advice and counsel, especially concerning their present welfare and future promotion in the store, or talk over with them any of the many other features which the store offers its fellow workers.

To sum up briefly, the personnel of the Jordan Marsh Company Employment Division is as follows:-

1. Employment Manager.
2. Sales Supervisor and Assistant Employment Manager.
 - (1) Assistant Sales Supervisor, or Promotional Supervisor.
 - (2) Follow-up Supervisor.
3. Quota and Bonus Supervisor.
 - (1) Master-Record section, four girls.
 - (2) Quota Section, eight girls.
4. Junior Supervisor.
5. General Supervisor.
6. Hiring Supervisor - men.
7. Hiring Supervisor - women.
8. Hiring section - five girls.

The Employment Division is definitely held responsible for the carrying out of the store promotional plan by the Directors of the firm. This plan must be carried out in accordance with what is known as "The Jordan Marsh Law," which reads as follows:-

"Whenever there is a "higher" position in this establishment vacant, it must always be filled through the promotion of some fellow-worker inside the store. No such position is ever filled by hiring anyone from the outside, excepting in a case where no one within the ranks can be found to qualify. Should anyone feel at any time, that this rule has not been observed, same should be taken up with the Personnel Director."

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Following are the lines of promotion in the Selling and Non-selling Departments:-

SELLING:

Bundling
Cashier
Stock
Junior Salesperson
Salesperson
Head of Stock
Assistant Department Manager
Floor Superintendent
Head Floor Superintendent
Department Manager
Assistant Merchandise Manager
Merchandise Manager
Director
Member of Firm.

Non-Selling:

Bundling
Cashier
Clerical
Section Head
Assistant Department Head
Department Head
Assistant Division Manager
Division Manager
Store Superintendent
Director
Member of Firm

SPECIAL TWO YEARS COURSE
FOR MEN WHO HAVE ATTENDED SOME WELL KNOWN
COLLEGE AT LEAST TWO YEARS.

One month	Receiving room
Three months	5-8-23-27-28
Three months	22-26-35-62
Three months	6-10-14-17-24-60
Three months	34-38-48-56-79
Two months	2-40-46-53-61-50-126-95
One month	Shipping Department
One month	Planning Department
One month	Stock Office
Six months	Department Superintendent
Promise Department	Two months.

Knowing that as time goes on, we shall need able executives in departments other than merchandise, it shall be understood that when these college men in the course of their training, show a more marked ability for executive positions in such departments, that after consideration by Mr. Hawkins, if it seems advisable, the course of their training shall be changed in order to give them more special preparation for non-merchandise departments. At the end of the second year we agree that each man shall be given an executive position as assistant buyer or one of equal importance.

First six months at rate of	\$1200	per year
Second " " " " "	1350	" "
Second year at rate of	1500	" "
Beginning third year at rate of	1750	" "

in specially selected departments of the store such as the men's clothing, silks, rugs, hosiery, lamps, etc. A man goes first into a closed department behind a counter such as the silk department, and then into an open department like the clothing. In these departments, the man in training performs the regular duties of a salesman; but in addition to this, he must learn thoroughly the system and policies of the store; he must work as closely as possible with the department manager so as to understand and learn his work. He goes to the receiving room with the manager to price bills and bring goods down to the department. A great part of his work is the observation of everything that goes on in connection with the buying for and the managing of a sales department. At the end of two or three months; he is transferred to another department in accordance with the schedule. He also spends some time in some of the non-selling departments in order to understand their work and their relation to the sales departments. Such departments are the receiving room, shipping room, stock office, service manager's office, etc.

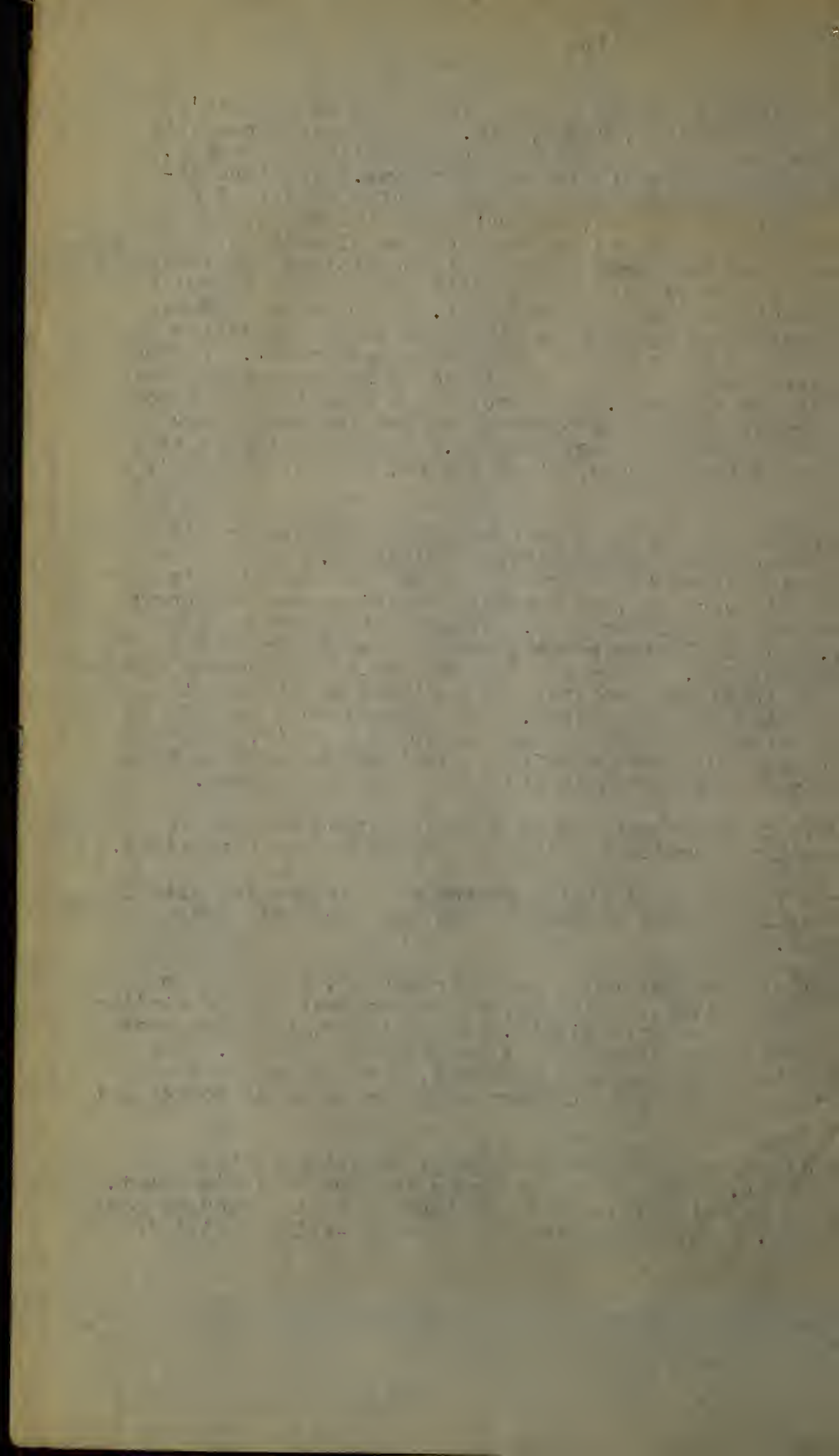
The second part of the work of the man in training is his lecture and study work with the Educational Division. During the time that he is doing laboratory work in the various departments of the store as just described, he spends a certain number of hours each week in the Educational Division, listening to lectures on business topics. These lectures are given by executives in the store on such subjects as, "Markets" "How to Buy," "Mark-ups and Mark-downs," "How to Figure Profits." Lectures on different divisions of the store are also given. The student must pass in an outline of each lecture to show how much he got out of it, and at the end of the course must pass a written examination based on these lectures and the text book which is studied during the course.

This course is considered to be a well-rounded out course and performs excellent service in training men to become executives.

There is a very liberal salary schedule in connection with this two-year training course which pays the men very well for the time spent by them.

This course is for men only; but inasmuch as, there are a great many women executives, in the store, it was felt that a similar course for women should be established. Accordingly, there has been founded a course for women like that (of the one) for the men. The women are taking the same course of lectures, but the schedule of different departments for the laboratory work has not been worked out yet.

The promotional work of the Employment Division is based on six different factors. The first factor is the job analysis chart. In the non-selling departments, all promotional work is based on the Job Analysis Charts. Every department in the non-selling division



DATE CAME

ADDRESS

JORDAN MARSH COMPANY
FELLOW-WORKER ANALYSIS RECORD
LAST 4 MONTHS

RESULT

AGE		BTH'DY		NEXT INC. DUE		Late Absents		No. Days		No. Times		PREVIOUS EXP.		PREVIOUS TRANSFER REASONS		DISCIPLINE SYMBOLS		SPECIAL ACTIVITIES		IF X SEE OTHER SIDE	
EDUCATION		PREFERENCE		SAL.		Late Absents		No. Days		No. Times		PREVIOUS EXP.		PREVIOUS TRANSFER REASONS		DISCIPLINE SYMBOLS		SPECIAL ACTIVITIES		IF X SEE OTHER SIDE	
FELLOW WORKER DESCRIPTION																					
SALES EFF.																					
FELLOW WORKERS STORY																					
DEPT. STORY																					
USE X TO SHOW F. W. RATING																					
Excep- tional	Very Good	Good	Ave.	Below Ave.	Und- eslr.	Want Transd	Health Poor	AIL Poor	Misfit												
AS MDSE.										BEST FITTED FOR											
NAME										DEPT.											
NO.										CL. RATING											
DATE																					



has been analyzed and has been split up into its different jobs with the duties of each job and the specifications or qualifications necessary to fill each one. The Job Analysis Chart is the record of this analysis. Since it contains for each department a list of all jobs in that department in order of importance, salaries, duties, and specifications for the jobs, this chart is used as a basis of promotion. As yet comparatively little work has been done in analyzing the sales departments, so that job analysis charts do not enter into promotional work in these departments.

The second factor in the work of promotion is the follow-up work in the store which is very intensive. This is done by means of the fellow-worker analysis record forms, one of which is sent automatically to the Employment Division by the master record section three weeks after each new-comer enters the store. This is a manila colored form, and contains the name, department and number of the new-comer. This form is then taken by the proper supervisor to the department or division manager in whose department the new-comer is. The supervisor writes down on this analysis record form, the story of the progress of the new-comer as given by the department manager. This story is then carefully checked up in the Employment Division. If it is satisfactory, the form is filed away in the records of the Employment Division. If it is unsatisfactory, the new-comer is called to the Employment Division where he is told of the criticism about his work, and is advised to improve at once. Another record form is made out, salmon in color, which is used to get another report on this worker in two weeks to a month later. If the report is still unsatisfactory, it is a question either of discharge or of transfer to another department for the person. It sometimes happens that the person is doing poor work because he is not adapted to the particular job in which he is first placed. In this case another job is found for him if possible. If a worker is transferred from one department to another permanently, a manila analysis record form is automatically received by the Employment Division ten days after such transfer. This is handled in the same way as the form for newcomers. The manila forms are used for newcomers and permanent transfers, while the salmon forms are used for all other cases such as for people who become delinquent in their work or undesirable, or for any special reasons.

It was found that this follow-up system was all right as far as it went, but it was limited. If the first follow-up on the new-comer was good, there was no further systematic follow-up. In personnel work of this kind, it is very essential to keep in touch with the workers all the time, and to know what they are doing. Therefore, in 1921, in order to supplement the follow-up forms, the personnel rating sheets were put into effect in the sales departments; although, they had been used for sometime previous to this in non-selling departments.

The personnel rating sheets used in the sales departments are naturally different from those used in the non-selling. The points on which the salespeople are rated are mostly those which come under the principles of salesmanship. They are as follows:-

JORDAN MARSH COMPANY
PERSONNEL RATING SHEET
SELLING DEP'T.

DEPT. _____

MONTH OF _____ 192

DIRECTIONS TO DEPT. MGRS. FOR RATING F. W.'S

THE PROPER RATING OF THE FELLOW WORKERS IN THEIR DEPTS. IS ONE OF THE MOST IMPORTANT DUTIES OF OUR EXECUTIVES. CONSIDERING THAT PROMOTIONS, SALARY INCREASES, DISCHARGES ARE BASED ON THE SALES REPORTS AND YOUR RATING, YOU REALIZE HOW IMPORTANT IT IS TO RATE FAIRLY.

RATING SCALE

A-VERY GOOD
B-GOOD
C-FAIR
D-POOR

- BELOW YOU WILL SEE THE HEADINGS: APPROACH TO CUSTOMER, INTEREST IN WORK, COURTESY, ETC. UNDER EACH OF THESE HEADINGS OPPOSITE THE WORKER'S NAME, MARK THE LETTERS A-B-C AND D OF THE RATING SCALE TO SHOW YOUR ESTIMATION OF THE PERSON'S VALUE.
- ANY ADDITIONAL INFORMATION WHICH MAY RELATE TO THE F. W.'S HEALTH, WORK, EFFICIENCY, ETC. NOTE UNDER COLUMN MARKED "ADDITIONAL INFORMATION." THIS IS PARTICULARLY DESIRABLE, AS IT ENABLES THE SUPERVISOR TO MORE EFFICIENTLY FOLLOW UP OUR FELLOW WORKERS.

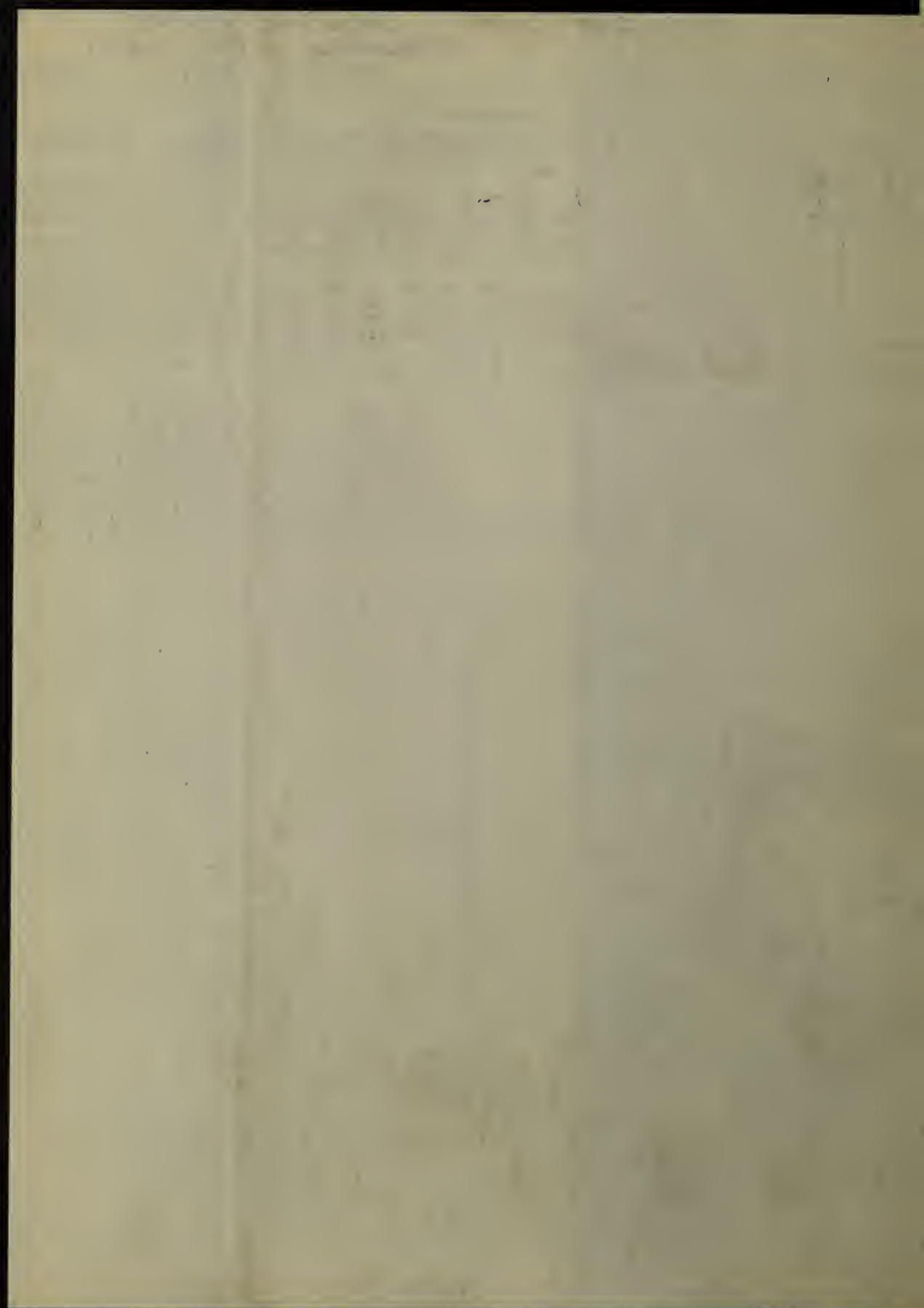
ROUTE OF RATING SHEET

SHEET MUST NOT BE ACCEPTED BY NEXT PERSON UNLESS IT HAS BEEN SIGNED AND THE DATE FINISHED ENTERED BY PRECEEDING PERSON

- No O. K.
Necessary
- ADDRESSOGRAPH
6 TO 4 DAYS BEFORE 1st OF MO.....DATE FIN.....
 - MASTER RECORD
TO 31st OF MONTH. O. K.....DATE FIN.....
 - SUPERVISOR
TO 2nd OF MONTH. O. K.....DATE FIN.....
 - DEPT. MGR'S
TO 5th OF MONTH. O. K.....DATE FIN.....
 - QUOTA AND BONUS DEPT. (MASTER RECORD)
TO 11th OF MONTH. O. K.....DATE FIN.....
 - SUPERVISOR

DESTROY AFTER CHECKING RATINGS.

<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);"> Approach to Customer Interest In Work Courtesy Co-operation Salesmanship Care of Stock Knowledge of Store System Personal Neatness Health Attendance Do You Wish F. W. Transferred? Dept. Mgr's General Estimate A-B-C-D </div> <div> ADDITIONAL INFORMATION OF VALUE AS PART OF FELLOW-WORKER'S PERMANENT RECORD </div> <div>REMARKS OF SUPERVISOR</div> </div>													
1	2	3	4	5	6	7	8	9	10	11	12		
1	2	3	4	5	6	7	8	9	10	11	12		
1	2	3	4	5	6	7	8	9	10	11	12		
1	2	3	4	5	6	7	8	9	10	11	12		
1	2	3	4	5	6	7	8	9	10	11	12		



JORDAN MARSH COMPANY
PERSONNEL RATING AND INCREASE SHEET
DIV. MGR. GIVE SHEET TO EXECUTIVE MGR. AFTER RATING
DEPT.

DIVISION

MONTH OF 192

DIRECTIONS TO DIV. MGRS. AND DEPT. HDS. FOR RATING F.W.'S

MARK X OPPOSITE FELLOW-WORKER'S NAME UNDER EITHER ONE OF COLUMNS 1-2-3-4-5-6. THIS RATING BECOMES A PERMANENT RECORD ON THE MASTER RECORD CARD.

MARK X UNDER COLUMN 7 IF IT IS DESIRED FELLOW-WORKER BE TRANSFERRED, AND UNDER COLUMN 8 IF ATTENDANCE IS POOR AND UNDER COLUMN 9 IF HEALTH IS POOR, AND UNDER COLUMN 10 IF FELLOW-WORKER IS NOT ADAPTED TO JOB.

IF ANY ADDITIONAL INFORMATION WHICH MAY RELATE TO THE F.W.'S EFFICIENCY, HEALTH, FAMILY TROUBLES, ETC., UNDER COLUMN MARKED "ADDITIONAL INFORMATION." THIS INFORMATION IS PARTICULARLY DESIRABLE, AS IT ENABLES THE SUPERVISOR TO MORE EFFICIENTLY FOLLOW UP ANY F. W. WHOM THE DIV. MGR. MIGHT WISH TO HAVE REMOVED.

DIRECTIONS FOR PASSING ON INCREASES

1-IF NO INCREASE DATA IS OPPOSITE F. W.'S NAME, DIV. MGR. WILL TAKE NO ACTION.

2-INITIAL UNDER "DIV. MGR.'S O.K.," IF YOU THINK F. W. DESERVES THE INCREASE. IF NOT, AN EXPLANATION SHOULD BE GIVEN UNDER NEXT COLUMN.

3-IF AN INCREASE IS NOT O.K.'D, WHEN FIRST DUE, IT WILL COME UP FOR RECONSIDERATION FOR EACH OF THE TWO SUCCEEDING MONTHS; IF THE DIV. MGR. WITHHOLDS HIS O.K. FOR THREE SUCCESSIVE MONTHS ON ANY PARTICULAR FELLOW-WORKER'S INCREASE, THE LATTER WILL BE REMOVED FROM DEPT. AS SOON AS POSSIBLE.

ROUTE OF RATING SHEET

SHEET MUST NOT BE ACCEPTED BY NEXT PARTY UNLESS IT HAS BEEN SIGNED AND THE DATE FINISHED ENTERED BY PRECEEDING PERSON

1-ADDRESSOGRAPH 6 TO 4 DAYS BEFORE 1st OF MO.....DATE FIN..... No O. K. Necessary	5-EXECUTIVE MGR. AND FIRM DIRECTOR TO 7th OF MONTH. O. K.....DATE FIN.....
2-MASTER RECORD TO 31st OF MONTH. O. K.....DATE FIN.....	6-PAY OFFICE TO 10th OF MONTH. O. K.....DATE FIN.....
3-SUPERVISOR TO 2nd OF MONTH. O. K.....DATE FIN.....	7-MASTER RECORD TO 16th OF MONTH. O. K.....DATE FIN.....
4-DIV. MGR'S AND DEPT. HDS. TO 5th OF MONTH. O. K.....DATE FIN.....	8-SUPERVISOR DESTROY WHEN THROUGH.

DIV. MGRS. OR DEPT. HDS. ENTER IN INK EACH MONTH OVER FELLOW WORKERS' NAMES THE PROPER JOB SYMBOLS

Master Record Check Class Rating										ADDITIONAL INFORMATION OF VALUE AS PART OF FELLOW-WORKER'S PERMANENT RECORD										IF INCREASE IS NOT GIVEN, DIV. MGR. GIVE STATEMENT OF REASON HERE										REMARKS OF SUPERVISOR									
Exceptional	Very Good	Good	Average	Below Average	Undesirable	Do You Wish F. W. Transferred?	Is Attendance Poor?	Is Health Poor?	Not Adapted to Job?	Date of Last Increase	Present Salary	Salary Due	Maximum Salary	Amount of Increase	Supervisor's O. K.	Division Mgr's O. K.																							
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1. Approach to Customer
2. Interest in Work
3. Courtesy
4. Co-operation
5. Salesmanship
6. Care of Stock
7. Knowledge of Store System
8. Personal Neatness
9. Health
10. Attendance
11. Do you Wish Fellow Worker
Transferred?
12. Dept. Mgr's General Estimate
A-B-C-D.

The scale used in this rating is;

- A. Very Good
- B. Good
- C. Fair
- D. Poor

The workers in the non-selling departments are rated on a different scale. They are rated by checking one item in the following group.

1. Exceptional
2. Very Good
3. Good
4. Average
5. Below Average
6. Undesirable

and by checking each one of the following

7. Do you wish Fellow Worker
Transferred?
8. Is Attendance Poor?
9. Is Health Poor?
10. Not adapted to Job?

Every two months, the addressograph department sends automatically through the Master Record Section to the Employment Division, a Personnel Rating Sheet for each selling and non-selling department in the store. Each department sheet contains the names of every worker in that department. The manager of that department, after receiving this rating sheet from the Employment Division, rates each worker on the sheet as has been outlined. When the sheets have been returned to the Employment Division, they are carefully checked up there.

A 663

NAME

ADDRESS

DATE

AGE

BIRTHDAY

SCHOOL ATTENDANCE

PREFERENCE FOR

SPECIAL ACTIVITIES

PREVIOUS EXPERIENCE

JORDAN MARSH COMPANY

FELLOW WORKER'S RECORD

FIRST IMPRESSIONS

HEALTH

WEIGHT

HEIGHT

ENG.

PER APP.

PERS.

TYPE

COMP.

DEPENDENTS

SPECIAL

NOTES

TRANSFERS

RECORD OF WORK

SALARY RECORD

Dept.

No.

Class of
Work

Reas

Dept.

No.

Class of
Work

Reason

REMARKS

From

To

Am. Inc.

Date

LATE

J F M A E H I K S O N D

ABSENT

J F M A E H I K S O N D

SALES % EFFICIENCY

[illegible]

ERRORS

J F M A E H I S O N D

DISCIPLINE

If any person is not rated high, the matter is immediately investigated so that no injustice may be done anyone. If on the other hand, the person is really falling behind in his work, the person is called to the Employment Division, and talked to in order to try to find out what the trouble is, and to endeavor to help him to improve. After the rating sheets have been carefully checked, and the rating of each person copied on his permanent record, the sheets are destroyed.

The permanent record of each fellow worker is another form for promotional work. This record consists of two parts and is kept in the Master Record Section of the Employment Division. The first part is the Master Record Card, one of which is made out for every fellow worker in the store. This card contains on the face of it the following information concerning the fellow worker; name, address, age, education, previous experience, activities, dependants, transfers in the store, salary and increases; on the back is a record of lates, absences, demerits, errors, sales efficiency record in graphic form and the ratings copied from the Personnel Rating Sheets. These cards are filed by departments which are arranged numerically in large tubs in the Master Record Section. Whenever a person leaves the employ of the store his Master Record Card is taken out of this file and is filed away alphabetically in the dead file. The girls in the Master Record Section keep these cards up to date every day by posting to them information which comes to them automatically.

The second part of the permanent record is the fellow worker's folder of which there is one for each worker. This folder which has the name of the worker written on a tab on the folder contains all of the personnel tickets belonging to that worker; such as, the booking ticket, salary increase tickets, fellow worker analysis record forms, demerit slips, reports of any of the various courses given by the Educational Division, special reports, and any information of interest concerning the individual which comes to the attention of the Employment Division.

By means of this permanent record consisting of the Master Record Card and the folder, the Employment Division Supervisor can tell at any time exactly what any person's record is in the store. This is invaluable in selecting for promotion.

In order to use this record to the utmost advantage, it is absolutely essential that the executives, making reports to the Employment Division, give fair, impartial reports. They are urged to be honest and to have the courage to tell the truth in these reports. There has been a tendency in a few cases to rather over-rate people. Under the old system, department managers sometimes recommended poor material for promotion in order to get these people out of their departments. These defects are nearly all cleared up now.

Reports from the Educational Division are used in determining promotions. They send to the Employment Division a report of the work and an estimate of each newcomer hired for a sales position after the newcomer has completed the three day training course in store system. The Employment Division also receives reports of the completion of any of the other courses in the Educational Division which a worker may take. These two divisions work very closely together, especially concerning the matter of promotions.

The greater part of the hiring of the personnel of the Jordan Marsh Company is not done by the Employment Manager as many people might expect; for his work is general executive personnel work, responsibility for all Employment Division work, and the hiring for special positions, mostly of the higher grades. The hiring is done by the two hiring supervisors; a man who hires the men, and a woman who hires the women.

The primary ideal in hiring is to hire promotional material only, except in the case of hiring extras for special sales or for Christmas work. Since in most cases, the higher positions in the store are filled by promotions, the aim in hiring people for permanent positions is to hire those people only who are judged to have the qualifications to be promoted. Due to the fact that there are nearly always some positions to be filled by hiring, there is a stream of fresh blood flowing into the store all of the time. This is very essential in such a large organization. New life, new energy, new ideas result from this.

Fewer "specials" are now hired for sales. It was found that the cost and waste involved in the hiring and training of large numbers of extra people for special occasions was enormous. This has been overcome by more careful selection in hiring people, and by giving them more intensive training. So, by hiring more intelligent people and by speeding up the whole personnel of the store by supervision and training, the costs of labor turnover are cut down.

The qualities looked for in interviewing applicants for positions are various. Some people think that the standards set by the Employment Division in hiring, are too high for a great many of the positions; but when the chief aim in hiring is taken into consideration, that of considering each one hired as a possible future candidate for promotion, the standards are fully justified.

The first qualification looked for in an applicant is the age; although according to the state law, boys and girls fourteen years of age may be hired by stores; the minimum age set by the Jordan Marsh Employment Division is sixteen years. Certain positions require certain ages; although, there is no maximum age set for hiring.

The type of the applicant is a very important qualification. By the type is meant, general appearance. The ideal type is bright appearing, alert, neat, and clean. Height is a necessary qualification for a sales or executive position.

A personality which is pleasant, agreeable and cheerful is essential in department store work where so much of the work consists in coming in contact with a great many people each day.

An applicant's ambition and present attitude towards a position is carefully considered in hiring. If it is felt by the Hiring Supervisor that the person under consideration merely wants a position for a short time just for the sake of doing something, or to pass the time away until something else happens, that person is not likely to be hired. The person who really has the ambition to rise higher, irrespective of how difficult the work is, is the person sought after.

Education is a very essential asset. Practically, with very few exceptions, no one is hired unless he is a grammar school graduate. It was proven that a very large percentage of people hired without a complete grammar school education, either failed to succeed at all in the store, or were not capable of being promoted to higher positions. These people were not mentally developed to the degree which was necessary to fill the requirements of the various positions in the store. High school graduates are preferred, and college graduates are eagerly sought for; although, a college education is not considered necessary to be successful. Whenever a worker in the store shows promise of ability, and yet is lacking in education, he is advised by the Employment Supervisor to attend one of the many evening schools in and about Boston if it is possible.

The previous business experience of an applicant is carefully checked up. This always carries a great deal of weight in considering a person for a position, but previous experience is not necessary at all except for a few positions which are technical in nature. Training in the store on the job overcomes this requirement.

The wages paid in hiring for positions is an important consideration. Each position in the store has a fairly definite salary range based on the job analysis charts and on the market wage; although, the range of salaries paid for sales or executive positions is wider. The rule is to pay what a person is worth. The company would rather hire a thirty dollar a week woman than a fifteen dollar a week one, especially for a sales position. The former one is cheaper than the latter. No one is allowed to get away because of lack of salary if he is worth it.

The Massachusetts Minimum Wage Law went into effect June 1, 1922 which provided as follows:- ✓✓

Minimum Wage Law (Continued)

Female learners and apprentices under 18 years of age -- not less than \$10.00 per week.

Females 18 years of age and over -- not less than \$12.00 per week.

Females with one year's experience after reaching the age of 18 years -- \$14.00 per week.

Jordan Marsh Company put this into effect on May 5th, 1922 although they had to make very few increases or adjustments as the Minimum Wage in the store in nearly all cases was equal to, or more than the Massachusetts Law.

Since this date, the company has put another Minimum Wage into effect themselves, which is to the effect that any one absolutely dependent upon their earnings shall receive a minimum wage of sixteen dollars per week.

Besides the regular weekly wages, the workers in some of the non-selling departments receive bonuses for perfect work or attendance.

The salespeople are paid commissions on their sales each month through the Quota System.

Every worker in the store during the months of November and December receives a sum of money at Christmas time as a Christmas present. In the case of salespeople, this Christmas present is a commission of one-half of one per cent on their net sales from November 1st to December 24th.

Once a year, every worker who has worked in the store continuously, save for allowed absences, for the past year, receives a sum of money as Profit Sharing which is based on two things:

1. Increase of net profits of the year over the preceding year.
2. Increase of total net sales of the year over the preceding year.

Of course, if there are no such increases, there is no Profit Sharing for the year; although, the workers do not share losses. Since the Profit Sharing System was started in 1916, there has been a distribution each year, except one year, in which year, the Company made a salary bonus distribution to the people to compensate for the loss of the Profit Sharing.

THE UNIVERSITY OF CHICAGO
CHICAGO, ILL.

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The amount of money received depends upon the persons' position in the store on December 31st.

This system of wages and earnings makes it possible for everyone in the store to increase his earnings according to his ability.

The duty of discharging employes from the Jordan Marsh organization is a very serious one. The old hiring and firing at will methods are gone. It is impossible to tell in discharging a person exactly what far reaching effects it may have. It may be sometime before the discharged person is able to find another position. It is impossible to tell what effect this discharge may have on the person's family or dependents, or what suffering it may unintentionally cause at home. It may change the person's career entirely for the worst. For these reasons, this matter of discharge must be given very careful consideration. This matter is considered so important by the Jordan Marsh Co., that the only person who may make discharges is the Employment Manager. He must judge each case, which comes to his attention, very carefully, and be absolutely certain that nothing more can be done in the store for the worker. Department Managers may ask the Employment Division to remove workers from their departments, or recommend them for discharge, but the final decision to discharge rests in the Employment Manager. He may, however, make final decisions for discharge only on workers who have been in the store less than three years. If the Employment Manager thinks it wise to discharge a person who has been in the store three years or more, he must lay this case before the board of Directors for their decision before he may discharge such a person. The reason back of such a rule is, that if a person has remained in the store for at least three years, there must be some good in him; therefore, great care should be exercised in considering such a person for discharge.

The general rule in the store is, that a person must be spoken to or disciplined by the Employment Division at least once before he is discharged for cause. This is in order to give the person another chance to make good, for frequently a worker falls behind in his work without knowing it. This is an opportunity for the Employment Division to do some real constructive work in helping a delinquent worker to find the right path. Usually, if a person does not make good, he is disciplined by his Employment Supervisor and transferred to another department where he receives another chance. Sometimes a person does not do good work because he is working on a job for which he is not adapted. This, then, is the fault of the Employment Division and should be rectified at once.

These rules do not apply to people hired for temporary work or to cases where it is necessary to reduce help when it is impossible to place such workers in other positions in the store.

No regular fellow-worker may be discharged to reduce help until every effort has been made to place such fellow-workers in some other position in the store. These rules do not apply to cases of dishonesty.

The evidence upon which the Employment Manager bases his decisions for discharge is in the fellow-worker's record, that is, in the worker's folder or on his master record card. The folder must contain demerit slips showing that the person has been disciplined by his Supervisor and for what reason, before the Employment Manager will discharge the person.

This policy of handling the problem of discharge has many good results.

In the first place, there is a more intelligent handling of all discharge cases, than there was under the old hiring and firing system. It was obviously impossible under the old methods to really treat such cases as intelligently, as fairly and as impartially as they are now, as there were not the facilities provided to do so. This has resulted in a more just treatment of the workers in the store.

This has also resulted in an improved and strengthened general morale throughout the store. No longer do people worry about their positions. They know that they are secure for life if they wish it as long as they keep up the standard of work which is required, which is not a difficult task for an ordinary person. This feeling of freedom from unjust discharge, leaves the worker free to apply his brain and mind to his work without worrying about unnecessary things.

The Labor Turnover is less now. In 1919 it was 69 per cent. for the year 1922 it was 48 per cent. This is due to several causes, one of which is that now a person is discharged only when it is finally determined that nothing more can be done to keep that person in the store, so that fewer discharges result which helps to decrease the Labor Turnover. Also, on the other hand, safe in the feeling of the security of their jobs, fewer people leave the store for other positions.

A better and more efficient force of people is gradually being developed as a result of carefully weeding out the inefficient. This method also acts as a stimulant to spur the workers on to accomplish better results.

As it is impossible to correctly judge everyone who is hired, there are always some people in the store who are not adapted for this business. It is only fair to these particular people not to keep them in the store any longer than possible, for undoubtedly they would be making a better success of life if they were working elsewhere in work for which they were better fitted. Also, it is

obviously clear that it is only fair to the firm to let these kind of workers go from the store as soon as possible, as they are retarding the progress of business in those particular jobs in which they are working. This is one of the results accomplished by the Jordan Marsh Company discharge system.

Along with the subject of discharge, always arises the question; what becomes of the worker who has given the best years of his life to the store, and who finally arrives at an age when he is physically unable to perform his regular duties in the store? Is he to be discharged as incompetent? The answer is; he is not discharged from the Jordan Marsh Company. These cases are handled in a far different way.

The Employment Manager gets a complete record of the work, a report from the Health Department concerning the physical condition, and a report from the Personnel Service Division of the home circumstances of every such fellow-worker who is slowing down in his work because of age. These reports are taken up with the board of Directors for decision. If the worker is still able to do some light work in the store, he is given an easy position, called a pension job, usually with his full salary as before. If, however, in the opinion of the store physician, the worker is physically unable to work any more, he is pensioned off. The amount of pension received depends upon the home circumstances of the worker, and his standard of living. There is no contributing pension payment system in the store, and although the firm promises nothing to anyone in the way of pensions, yet in most cases where the worker is unable to perform his duties any longer, the firm relieves him from further work, and gives him a pension which will enable him to keep up the same standard of living as before.

The disciplining of the fellow-workers of the Jordan Marsh Company by the Employment Division is done very carefully and systematically.

The purpose of this work of discipline is not only to tell the worker of his failings and short-comings, but more to give him helpful constructive criticisms. He is always given some specific points upon which to build his improvement. Criticism which merely tears down is not of much value without something in it which is constructive.

The spirit in which this discipline is carried out by the Employment Division Supervisors is not that of a haughty overbearing, vindictive, prejudicial person; on the other hand, this discipline is handled in a very kindly, friendly, but firm manner. The person who is being criticised is made to feel that to be spoken to by a Supervisor is in itself a serious matter, but yet, this person is also made to feel that the Supervisor is doing it for the person's own good.

As a general rule, a fellow-worker is never disciplined by the Employment Division unless he has first been spoken to by his department head. This is for two reasons: First, so as to make the position of the department manager all the stronger with his people as their head; second, so as to constitute the warning by the Employment Division as a very serious and final one.

The delinquent worker is always taken into the office by the Supervisor where he is disciplined alone. It is considered too humiliating to the spirit of the person to discipline him in the presence of a third party.

The sources from which information is obtained for this discipline work are numerous and varied.

One source is the information obtained by the Supervisors from the follow-up work on newcomers and permanent transfers given on the fellow-worker's analysis forms and supplemented by the personnel rating sheets. Special follow-ups at various times yield important facts for this work.

Professional shoppers systematically shop most of the departments in the store to test the kind of service which customers are receiving from the salespeople. Reports of individual poor service are always checked up with the individual immediately.

Different executives in the store as a result of their personal observations of the work of the fellow-workers make reports to the Employment Division.

The sales record of each salesperson supplies a very important basis upon which to work with that person for better results. If the salesperson does not perform the task allotted, the case is investigated by the Quota and Bonus Supervisor to find out the reason. If it is the fault of the salesperson, he is talked to by this supervisor in the effort to help him succeed.

As a result of this helpful discipline work, many good people are saved for the store from discharge who otherwise would drop out. Many times, a person is doing poor work and does not realize it, and all he needs is to be told about it and the right way pointed out to him. It is not the fault of some of these people that they are not entirely satisfactory at first, due to the fact that they do not know just what is expected of them. This information is supplied to them by the Employment Division.

Then, also, the knowledge that one will be called to the Employment Division to answer for poor work, which no one likes, is an incentive to strive to accomplish one's best.

This work of disciplining aids in building up a force of hard working, conscientious and efficient people.

In order to carry out this work intelligently, the supervisors must receive from the various executives in the store, correct reports concerning the workers under them. Otherwise, it is very difficult to judge correctly the merits of each case, and to determine justly what disposition should be made of each case. When reports are received by the supervisors concerning the personnel, they must analyze each report and determine if the work of a person reported is due to the person having been placed on a job for which he is not suited. If such is the case, the supervisor must study it very carefully, and find out for what kind of work this person is best adapted, and then place him accordingly.

Such vocational or placement work is aided by the means of transfers, which are also made for various other reasons. When it has been determined by the Supervisor that the worker is on the wrong job, the worker is transferred to another department after this new department has been carefully selected. This is accomplished by making out a transfer slip which gives the worker transferred, a new number in the new department, and which also charges the expense of his salary to the new department. After the worker has been in this department a short time, he is carefully followed up to find out if he has been properly placed this time. If not, the same process is repeated until it is definitely certain that the worker is not adapted to the store, in which case he is usually discharged.

There are various other reasons for transferring a person from one department to another in the store. There are; head of the department not satisfied with the fellow-worker's work, fellow-worker not satisfied with the work in his department, physical or health reasons, to help some other department, reducing help in a department, promotion, return to regular department, executive training course transfers, and any special reasons.

Whenever a person is transferred, that person is always told the reason for such transfer, lest the person be under any misapprehension or have any mistaken ideas concerning the transfer.

The Employment Division endeavors to make as few transfers as possible, for when a person has learned a particular job well, it is better to leave this person on this job rather than to break him into something else entirely new, unless there is a good reason for a transfer. Also, in many people who are constantly transferred, there occurs a breaking down of spirit which results from discouragement in being transferred from one place to another. Such things are watched very carefully so as to prevent them. In this respect, the supervisors try to impress on their people that there is no disgrace in being transferred to different departments, unless it is for poor work or disciplinary reasons. In fact, the opposite is true; a fellow-worker is of far more value to the store who has the ability to work in more than one department than a person who is only able to work in one place.

This system of placement work and of transfers obtains many good results. In a store as large as the Jordan Marsh Company, employing three to four thousand people, the payroll expense is enormous, which expense must be watched very carefully. Otherwise, it is very easy for the expense to become so large as to entirely absorb all the profits of the business. As a business like this lives only by reason of the profits it makes, it is easily seen that in the event of the expense being large than the income, the store would soon cease to exist, which would mean the loss of many good positions to the workers. This evil is overcome by the balancing of the pay roll in different sections of the store at different times of the year through transferring people from one department to another when business begins to fall off in the former department. This means, for example, that during the rush of the Christmas business in November and December that workers in the ready-to-wear departments may be transferred to departments where the Christmas business is being done. This cuts down the expense in those departments such as the ready-to-wear, where there is comparatively little business at this time. Also, this prevents hiring as much extra help which other-wise would be necessary, which in itself saves money, time, energy and waste.

This decrease in the hiring of temporary extra help is beneficial to all of the workers in the store in two ways. First, it gives the salespeople an opportunity to earn more money by working in busy departments; second, it increases the profits of the business, and therefore, the chances for profit sharing for everyone in the store by eliminating unnecessary expense and waste which follows by hiring extra help which is not needed.

This system of transfers assists in cutting down labor turnover, because fewer people have to be hired who later would have to be discharged because of the necessity of reducing help in the store.

Greater efficiency among the workers, which results in better wages to them, is obtained from the fact that naturally a person does better work when placed in the job for which he is best adapted.

The human element in any business is the most important, the most interesting and the most difficult part of the business to handle. It must be handled in a far different way than merchandise. Systems and rules may be laid down to carry out certain established policies, but since everyone is human, has feelings, and has a temperament which is different from everyone else, each individual case in personal work must be treated differently.

The very crux of personnel work is the human element. This consideration determines the way and manner in which the fellow-workers are handled by the Employment Division.

An intelligent, sympathetic, understanding attitude towards their fellow-workers underlies all of the work of the supervisors. It is the duty of each supervisor to know as much as possible about every worker who comes under his supervision.

One of the most important aims of the supervisors is to inspire the utmost confidence in them by the workers. The feeling that the supervisors are really friends of the people in the store, is strongly emphasized. The workers are strongly urged to come to their employment supervisor at any time for advice on anything, and to settle any grievance which they may have, or to talk over any question they may have concerning their present or future position in the store. The supervisors are always ready to explain the promotional plan or any of the other features which the store offers. The workers thoroughly understand that they may come to the Employment Division at any time with all complaints which will be adjusted fairly there. The supervisors stand as a protection between the people, and any injustice which may be threatening them in the store. The workers know that there is always someone in the Employment Division to whom they may go at any time for help, aid, or advice.

To sum up the ideals to be attained in the store by the Employment Division; they are as follows:-

1. An intelligent force of workers.
2. Good morale throughout the store.
3. Efficiency in the rank and file.
4. Promotions within the store.
5. Maximum earnings with the minimum of expense.
6. A contented force of workers.
7. Cooperation among everyone for one interest only, i.e., the business.
8. Fair and humane treatment of everyone.

The Educational Department is a very important section of the personnel division. This department is responsible for the educational standards, the training of all the workers in the store, and greatly assists the Employment Division in a very material way in the development and promotion of the fellow-workers.

The personnel of the Educational Department consists of eight women as follows:-

Educational Director
Assistant Educational Director
Woman for special work with
Department Heads.
Special Instructor.
Supervisor of System.
First Assistant Instructor
Second Assistant Instructor.
Secretary

CLASS	REG. MONTHS	SUMMER MONTHS	ANNUAL MONTHS
1	1		
2	1		
3	1		
4	1		
5	1		
6	1		
7	1		
8			
9			
10			
TOTAL	7		

SWAS	MAF	M-W-YM-YW-R-G-POR		X	X
	ST-W-S	H-MED-L	MON	FT	EV
					STR
					HER
					PRO G

DEPT. SYMS	ED	CLASS OF WORK SYMBOL EW-1-JA	ED	EW-2-JA
		JOB NAME Assistant Director	Special Instructor	

FUNCTIONS	FUNCTIONS	JOE SPECIFICATIONS	JOE SPECIFICATIONS
<p>Responsible to Director of Div- Asist Educational Director and substitute for her in her ab- sence-Secures reports from Dept Hgers on members of Executive and Mdee Training Courses-Res- ponsible for maintenance of re- cord cards of students-in-train- ing-Conduct classes in sales- manship for new sales-fellow- workers-Follow up salesmanship work of new salespeople-Conduct demonstration sales in sales depts-Individual instruction for special salespeople-Train- ing and supervision of Dept. secretaries-Organize and con- duct volunteer groups in 'mp- lish and Textiles-Send follow up notes on Shopper's Service Reports-Supervision of tele- phone follow up work-Asist in compilation of Educational literature i.e. manuals, posters reports, mdee and service talks Direct work of secretary of Dept.</p>	<p>Responsible to Director of Div- Supervision of sales check Error Work: Study causes of errors and make constructive suggestions- Supervision of Error Records- Interview salespeople on sales check errors-Lantern talks to new salespeople on sales check- Write Superintendents' System Talks and attend their meetings- Write on Errors for Fellow Work- er- Organization of Group Meetings: Assist with composition of Ser- vice Talks given by Dept Mgrs- Arrange work for Prince School students-Compile lectures and correct reports of members of Executive and Mdee Training Courses.</p>		

1. College graduate	SALARY
2. Prince School graduate	
3. Knowledge of Store	
PROFIT SHARES	

CLASS 1	REG. MONTHS	SUMMER MONTHS	XI-MAS MONTHS
2			
3			
4			
5			
6			
7			
8			
9			
10			
TOTAL			

DIVISION SYMBOL	SALARY BASIS
DEPT. SYMBOL	DEPT. SALARY AVE.
ED	

3-JA of System	ED	EM-4A-X	ED	EM-4B-X	ED	EM-5-A
Position	1st Assistant Instructor	2nd Assistant Instructor	Secretary			
FUNCTIONS	FUNCTIONS	FUNCTIONS	FUNCTIONS			
<p>Asst Div Mgr- tion in Store System I & II System I & II struction to new not and go over one, with new e and recommen- Div the elimi- who seem unde- Asst Employ- types misfits sign sales transfers to ffer slips and e manuals on</p>	<p>Responsible to Supervisor of System Instruction-Instruct in Cash Register I II & III, in System I, II & III and in Measuring-Instruct and follow up System in Sales Depts-Assist Supervisor in going over examinations with new comers-Enroll new comers-Look after supplies and prepare sales books for classes-Clip for Dept. scrap-book.</p>	<p>Responsible to Supervisor of System Instruction-Record Errors-File returned error slips-Send error slip to Superintendent-Assist with interviews on errors-Teach Directory and Measuring-Assist in teaching Store System-Enroll new comers-Conduct new comers on tours.</p>	<p>Responsible to Asst Div Mgr-Act as stenographer and typist for Dept.-Cut stencils for Services and Superintendents Talks-Notify classes-Prepare Shopper's reports for salespeople-Take and transcribe Educational lectures-Check departmental secretaries reports-Send out and check up Dept Mgr's talks-Prepare report on same for Merchandise Mgr.</p>			

JOB SPECIFICATIONS

JOB SPECIFICATIONS

JOB SPECIFICATIONS

Graduate	1. Teaching ability	1. Stenographer	
ore	2. Knowledge of Store	2. High School Graduate	
n Mature	3. Student of Human Nature		

DEPT. NAME	ED	CLASS OF WORK SCHOOL		FUNCTIONS	ED	CLASS OF WORK SCHOOL		FUNCTIONS	ED	CLASS OF WORK SCHOOL		FUNCTIONS		
		EV-1-JJA	JOB NAME			EV-2-JA	JOB NAME			EV-3-JA	JOB NAME			
			Assistant Director	Responsible to Director of Div-Asst Educational Director and substitute for her in her absence-Secures reports from Dept Mgrs on members of Executive and Mdee Training Courses-Responsible for maintenance of record cards of students-in-training-Conduct classes in salesmanship for new sales-follow-up workers-Follow up salesmanship work of new salespeople-Conduct demonstration sales in sales departments-Individual instruction for special salespeople-Training and supervision of Dept. secretaries-Organize and conduct volunteer groups in "Publish and Textiles-Send follow up notes on Shopper's Service Reports-Supervision of telephone follow up work-Assist in compilation of Educational literature i.e. manuals, posters reports, mdee and services talks Direct work of secretary of Dept.				Special Instructor	Responsible to Director of Div-Supervision of sales check Error Work: Study causes of errors and make constructive suggestions-Supervision of Error Records-Interview salespeople on sales check errors-Lantern talks to new salespeople on sales check-Write Superintendents' System Talks and attend their meetings-Write on Errors for Fellow Workers				Supervisor-instructor	Responsible to Asst. Educational Director-Supervise Instructional System-Instruct in Give general instruction-Write, correct, compose-Characterize and to Employment of those with ination of those with irable-Confer with prominent Mgr regarding promotions, etc.-Asst. sales specialists and sales classes-Sign train white cards-Compile Stores System.

1. College graduate	SALARY
2. Prince School graduate	
3. Knowledge of Store	

1. College graduate	SALARY
2. Prince School	
3. Knowledge of Store	

1. Normal School graduate	SALARY
2. Knowledge of Store	
3. Student of Human	

1. Normal School graduate	SALARY
2. Knowledge of Store	
3. Student of Human	



Although the curriculum of the Educational Department is as yet by no means complete, the various courses given in this department are very well developed.

In an organization as large as the Jordan Marsh Company, there must necessarily be a large amount of system in order to have the business run smoothly. Although the system of salesbooks used by the salespeople are not complicated, yet, there is so much to be learned concerning the use of them, that it is very difficult to obtain this knowledge when selling in the departments. For this reason, every person who is put into a selling position for the first time in this store, must first go to the Educational Department. Here, the person goes through a three-day training for store system before he is allowed to use a salesbook in a sales department. During this three-day training, the salesperson is taught as much of the store system as it is necessary for him to know in order to perform his duties intelligently. He learns the system of salesbooks, cash register system, credits for returned goods, discounts, how to handle customers with complaints, the store rules and regulations for fellow-workers, and any matters of personal interest to the worker which will help them in their work. During the afternoons of this training period, the worker is actually placed in the department which he is eventually going to work. Here he has an opportunity to practice the principles which he has already learned. This, he does under the supervision of the departmental secretary, who is an experienced salesperson and whose particular duty it is in a case like this to help the newcomer break into his new position. Any sales which the newcomer may make during the first three days is put on the book of the secretary. At some time during this training period, a representative from the Educational Department escorts the newcomer salesperson in a tour of the store, and shows him the location of his locker, store entrance for fellow-workers, time card rack, recreation floor, and restaurant for fellow-workers. At the end of his training, the salesperson is given a written examination in the Educational Department for two reasons; First, to find out how much of the system the person has been able to absorb from the instruction received; second, to get an estimate of the mental caliber of the person. The instructor who has had this person in charge for the three-days, writes an estimate of the person's ability. This estimate together with the result of the written examination is sent to the Employment Division where it is determined as a result of these reports whether the person is to be retained any longer in the store. These reports are then, sent to the individual's folder as a part of his permanent record.

At a little later period, new salespeople are given a course in salesmanship which is given in four lessons of one hour each. Of course, it is impossible to learn in four hours, everything about salesmanship, but it is possible to learn the principles which gives the new salesperson something to work on as a foundation. The Employment Division receives a report from the department managers every two months on the salesmanship of each salesperson.

Those who are rated low are referred to the Educational Department for more instructions. Thus, there is a continuous follow-up on them.

One of the most important things which the new salesperson learns is the store standards and policies. This is given to them in a very splendid talk by the Educational Director. This is to enable the newcomer to understand what is expected of him, and also to understand in what kind of a store he is working. He has also explained to him the meaning of "The Jordan Marsh Spirit," which he is urged to live up to. The explanation of this "Spirit" is given as follows:-

"A Fellow Worker was severely criticised in the Firm's Office. It was said of him, "That man has not caught the Jordan Marsh Spirit, yet." The man in question had done something which, in the eyes of the Firm is a crime, he had allowed a customer to leave this house disappointed and dissatisfied when he might have sent her away smiling and satisfied. In adjusting a certain matter he had been guided by his own spirit, which in this particular case was small and narrow, instead of being guided by the broad and generous spirit of this house.

"Fortunately, a few days later, this customer fell into the hands of one of those who comprise the majority in this house, and who are thoroughly imbued with the Jordan Marsh Spirit and the matter was adjusted fully to the customer's satisfaction and she was won back into the great fold of Jordan Marsh patrons.

"Now what is this spirit that we all talk about, this great "something" that is associated in the minds of the public with the name of Jordan Marsh? It is the true, honest, sincere determination to give satisfaction to every patron of this house, no matter how poor or humble their position may be, no matter how little or how much they may buy.

"If you are a salesperson and it does not lie in your power to satisfy a customer, then call a superintendent and turn the responsibility over to him. If you are a superintendent or a department head and it does not lie in your power or within the limits of your authority to satisfy a customer, then refer the matter in question to some member of the firm, and let the responsibility rest with him, but never allow a dissatisfied customer to pass out of our doors.

"If there is any one among us whose temperament is such that he or she cannot let their conduct be governed by this spirit, then let that person feel that we have reached the "parting of the ways" and try some new field of effort."

In order that people, who are engaged in the selling of all kinds of merchandise made from textiles, may sell intelligently, it is essential that such people know something of the history, the manufacture, the quality, and the use of textiles. To supply this need, the Educational Department has developed some very interesting courses on this subject which go into the matter very thoroughly. People are selected for these courses who are in any way connected with textiles in the store.

Courses in color and design are given to people in the store to whom knowledge of this kind is very helpful in their work.

In keeping with the general higher standards of refinement in the store, excellent courses in business English are available in the Educational Department to all of the workers. These courses are taken advantage of by the people in a marked degree.

The Educational training of the members of the Executive Training Course, and also for those in the course of training for buyers and assistants stands out as a monument to the highest type of modern education in present day business. The training in these two courses is carried out by the means of lectures given by various executives in the store. The content of these lectures is supplied by these executives, but the outline, the form and method of presentation is first worked out by the Educational Department in conjunction with the lecturer who delivers his talk to the class on this finished product. There is also outside reading required in these courses in books selected by this department. The aim of these courses is to fill a great need in the store, and that is, properly trained people to fill important executive positions. These courses are open to men and women who have the necessary qualifications.

The Educational Division secures at various times inspirational lecturers who give talks to the workers on different subjects. The purpose of these lectures is to enthuse the workers, to give them new ideas, new life and energy, and to cause them to take mental stock of themselves.

During the winter months, the Educational Department conducts every Wednesday for the first hour in the morning, what is known as "The Open Door to Art." People who are leaders or artists in their particular line come at this time and give the workers in the store an insight into things which are outside of business, but which tend to broaden the view of anyone. A noted violinist, a great architect, professors from some of the large universities, and writers, represent a few of the kind of people who come to present their talents.

All kinds of demonstrations and projects are planned and carried out by this department. A short time ago, in order to improve the telephone service throughout the store, the Educational Department with the assistance of the telephone company, put on a very interesting and profitable demonstration in the lecture hall before everyone in the store who used the telephone to any great extent. The wrong and correct

way to use the telephone was demonstrated. Soon after this, it was found that very excellent results were being obtained in the store in regard to the proper use of the telephone. Fewer complaints were received from customers; in fact, many spoke about the improved service.

Very often, lectures on errors, illustrated by means of the stereopticon lantern are given to the workers, after which it is always found that the number of errors decrease.

Very definite excellent results are being obtained each year by this work of the Educational Department.

The workers are being more thoroughly trained in store system and salesmanship. They are trained so as to become broader and more intelligent. People are trained for their particular positions so as to be of more value to themselves and to the store. At the same time, they are trained to fill higher positions. This work also acts as an incentive to spur the workers on to strive for higher things. It gets them out of the old rut into which they may have fallen.

Research work in store education is only in its infancy now, but an excellent beginning in this research work in the Jordan Marsh Company has been made by its Department of Education. It is feeling its way along slowly at first to make sure of its ground before launching out into any doubtful projects.

One very important piece of work which contributes very much to the modern personnel work in the store is that done by this department in assisting the Employment Division in judging the intelligence and personality of the salespeople. This, they have a fine opportunity to do because they have each new salesperson under their supervision for three days when receiving their preliminary training. Reports of their observations are sent to the Employment Division where they are carefully checked.

The present Health Department of the Jordan Marsh Company is one of the most recent acquisitions in the modern personnel work.

About 1920, it was decided that the medical equipment and the part time doctor was insufficient to meet the growing needs of such a large organization. At that time, the location of the Health Department was moved a short distance on the same floor, that is on the fourth floor, main store. This department was remodelled into a small hospital in which to treat emergency cases only, presided over by one registered, graduate nurse. The main part of the Health Department was then moved to the seventh floor in the Annex, and very close to the Employment Division. The personnel of this department was made up as it is today of the following;

CLASS	REG. MONTHS	SUMMER MONTHS	XMAS MONTHS
1	1		
2	1		
3	1		
4	4		
5			
6	1		
7	1		
8	1		
9	1		
10	1		
TOTAL	2		

SYMB	MA-F	M-W-YM-YW-B-G-POR						X		X
	ST-W-S	H-MEO-L	MON	FT	EY	STR	HER	PROG		

JORDAN MARSH COMPANY

JOB ANALYSIS

FIRM DIRECTOR OF PERSONNEL.
AND SUPERINTENDENT

DIRECTOR, HEALTH DEPARTMENT
(Physician)

ASSISTANT DIRECTOR HEALTH DEPT.
(Asst. Physician)

	REQ. MONTHS	SUMMER MONTHS	XMAS MONTHS
CLASS 1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
TOTAL			

DIVISION SYMBOL		SALARY BASIS	
DEPT. SYMBOL	H	DEPT. SALARY AVE.	

DEPT. SYMB.	CLASS OF WORK SYMBOL	H	CLASS OF WORK SYMBOL	H	CLASS OF WORK SYMBOL	H	CLASS OF WORK SYMBOL	H	CLASS OF WORK SYMBOL	H	CLASS OF WORK SYMBOL
H	FM-6-JA JOB NAME Dentist	H	FM-6-JA Physical Instructor	H	FM-7-1A Secretary	H	FM-8-1A Asst. to Secretary	H	FM-9-JA Information Clerical	H	FM-10-JA Matron
FUNCTIONS		FUNCTIONS		FUNCTIONS		FUNCTIONS		FUNCTIONS		FUNCTIONS	
1. Plans for all work of dental section 2. Examinations 3. Minor dental treatment 4. Reference of major dental requirements to private dentists or clinics 5. Treatment of dental emergencies 6. Maintenance of supplies 7. Industrial graphic records of work done and work required		1. Exercises: offices and work rooms 2. Special corrective exercises and mechanotherapy treatments 3. Assistance in Health Education 4. Reporting of sanitary defects 5. Special studies in Store hygiene 6. Assistance in recreational activities		Responsible for all clerical work of department A. Individual records 1. Entry of daily notes and other current information 2. Custody of all record files 3. Reports to M.A.A. Ins. Co. Employment and other Depts. B. Statistical records and special statistical studies and reports C. All correspondence of the department		Under direction of Secretary-Performance of any clerical details outlines under FM-6-JA or FM-8-1A		A. Supervision of Waiting Room 1. Information to all comers 2. Appointments 3. File of all patients as index to records B. Assistance to Visiting Nurse 1. Verification of absences list 2. Communications-written and telephone 3. Preparation of daily reports		Performs all duties of a "Housekeeper" for Health Dept. and Quarters.	
JOB SPECIFICATIONS		JOB SPECIFICATIONS		JOB SPECIFICATIONS		JOB SPECIFICATIONS		JOB SPECIFICATIONS		JOB SPECIFICATIONS	
1. W-ST or W-EY-FT-HER 2. Dentist, registered in Mass. 3. Graduates of dental school of good standing 4. Executive ability 5. Hired from the Outside		1. W-ST or W-MED-FT-HER 2. Graduate of recognized school of physical education 3. Leadership 4. Appearance of health and vigor 5. Hired from Outside		1. W-ST 2. Stenographer 3. Judgment, Discretion-Sincerity 4. Special approval of Firm 5. Hired from Outside		1. W-ST or W-FT-EY-L 2. Typist 3. Alertness 4. Approachability 5. Executive ability 6. Understudied by Store		1. W-ST or W-FT-EY-L 2. Typist 3. Alertness 4. Approachability 5. Executive ability 6. Understudied by Store		1. W-M-H-PT 2. Industry 3. Hired from Outside	
SALARY		SALARY		SALARY		SALARY		SALARY		SALARY	
PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES	
PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES	
SALARY		SALARY		SALARY		SALARY		SALARY		SALARY	
PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES	
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SALARY		SALARY		SALARY		SALARY		SALARY		SALARY	
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PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES		PROFIT SHARES	
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1. One permanent full time doctor as head of the department. Another doctor working from 9.00 A. M. to 1.00 P. M. was added in Jan. 1923 as the head doctor's assistant.
2. Three graduate nurses, one of whom is detailed to the emergency room in the main store.
3. Two visiting nurses who visit employees in their homes who are away from the store on account of illness.
4. One stenographer, and two girls as clericals.

This Health Department has a splendid equipment for its work. It consists of a large waiting room for patients, which is very comfortably furnished; two treatment rooms, one for men, and one for women; both of which rooms are equiped with everything that is necessary to treat patients with ordinary ills; five rooms containing beds which the workers may use at any time during the day when necessary because of illness or of extreme tiredness; two offices for the doctors; one large room in which the clerical work is done, and also where the confidential records of the department are kept; and a small room where linen and all kinds of supplies for the department are kept.

There are two main underlying policies about which the work of the Health Department is built; first, all visits by fellow-workers to the department must be purely voluntary on their part. The Health Department may call no one to the department for treatment. If people had to go there against their will, it would be very difficult to obtain good results. There is one exception to this rule, however; whenever a worker is absent from the store for three days or more before he may return to work, that worker must be examined by the doctor who approves his return ticket if all right to return to work. This is to prevent a person who has been ill from returning to work before he is strong enough, and also to prevent the spread of disease in the store which might happen if some people were allowed to return until they have been entirely cured.

The second underlying policy of the Health Department is that the records of every person who visits the department are strictly confidential. They are available to no one outside of the Health Department. The Employment Division does not in any way have access to a private nature and concerns only the patient and the Health Department. In industrial accident cases occurring in the store, the doctor supplies the company with which the store is insured, with only that information which is concerned with this particular industrial accident. The insurance company must have this information in order to handle the case properly.

The Jordan Marsh Company as a general rule does not require physical examinations of applicants for positions except in a few cases. Colored women who apply for positions as elevator operators must pass a physical examination by the doctor so as to determine their physical fitness for the job before being hired.

All applicants who are accepted by the Employment Division for any positions where they handle food such as in the fellow-workers' Restaurant or at the Rest House at Wrentham, or at the Soda Fountain, must first be sent to the Health Department for a physical examination. If such applicants do not pass these examinations, they are rejected.

These two classes of workers, elevator operators and food handlers, are the only ones in the store who receive physical examinations when applying for work.

The Health Department supplies the Employment Division with information and advice as to the placement or transfer of fellow-workers according to their physical fitness. Many times when the doctor approves the return to work of a person after an illness, he advises the Employment Division to place such a worker for a stated period of time in a position where the work will be easier and lighter. Also, when workers in the store come to the Employment Division with a request for a transfer to another department on the grounds of ill health or physical disability, such workers are immediately referred to the doctor for advice. Sometimes when a person has paid a visit to the doctor for treatment, the doctor may advise the Employment Division to transfer this person to another kind of a job which he recommends. Such advice and recommendations from the doctor are always carried out to the letter by the Employment Division.

The Helen Keller estate at Wrentham, Mass., was bought a few years ago by the firm for the use of the fellow-workers as a rest house. This house is a very important asset to the Health Department in its work. A great many times, instead of prescribing medicine, the doctor prescribes a rest of a week or two at the Rest House. People who are really ill are never sent there, but those who are recuperating from an illness or whose physical condition is depleted by work or otherwise, are sent to Wrentham upon the recommendation of the doctor. This is a wonderful preventative of illness.

One of the most important duties of the Health Department is the prevention of disease and illness throughout the store. This is done by a careful follow up of all cases which have come under the care of this department. People who come to the Health Department for treatment and who should return later to have this treatment checked up are advised by the doctor to return again at a certain time to see him. There is a fellow-worker in each department in the store whose duty it is to report all cases where it appears that medical attention should be given. This in many instances prevents serious illnesses by taking them in time. The Department Manager usually in these cases advises the worker to go to the Health Department, which is done in most cases.



Jordan Marsh Company Rest House for Women, Wrentham, Massachusetts



Jordan Marsh Company Rest House for Men, Wrentham, Massachusetts

The responsibility for the sanitary and health conditions of the store rests with the Health Department. Cleanliness, proper ventilation in the whole store, toilet facilities, health conditions in the restaurant and Rest House, are a part of this work. The doctor personally makes frequent inspections throughout the whole store in order to determine these sanitary and health conditions.

Very excellent results are being obtained by this work. The Health standards have been raised to a higher degree in the last three years. Some people who before this were ordinarily allowed to return to work are not allowed to return to work now until they have fully recovered from their illness. Instructions in Health standards and in the prevention of disease are gradually aiding in raising these Health standards.

Because of the careful supervision of the Health of the people and the work in the prevention of disease, a more healthful group of employees is resulting.

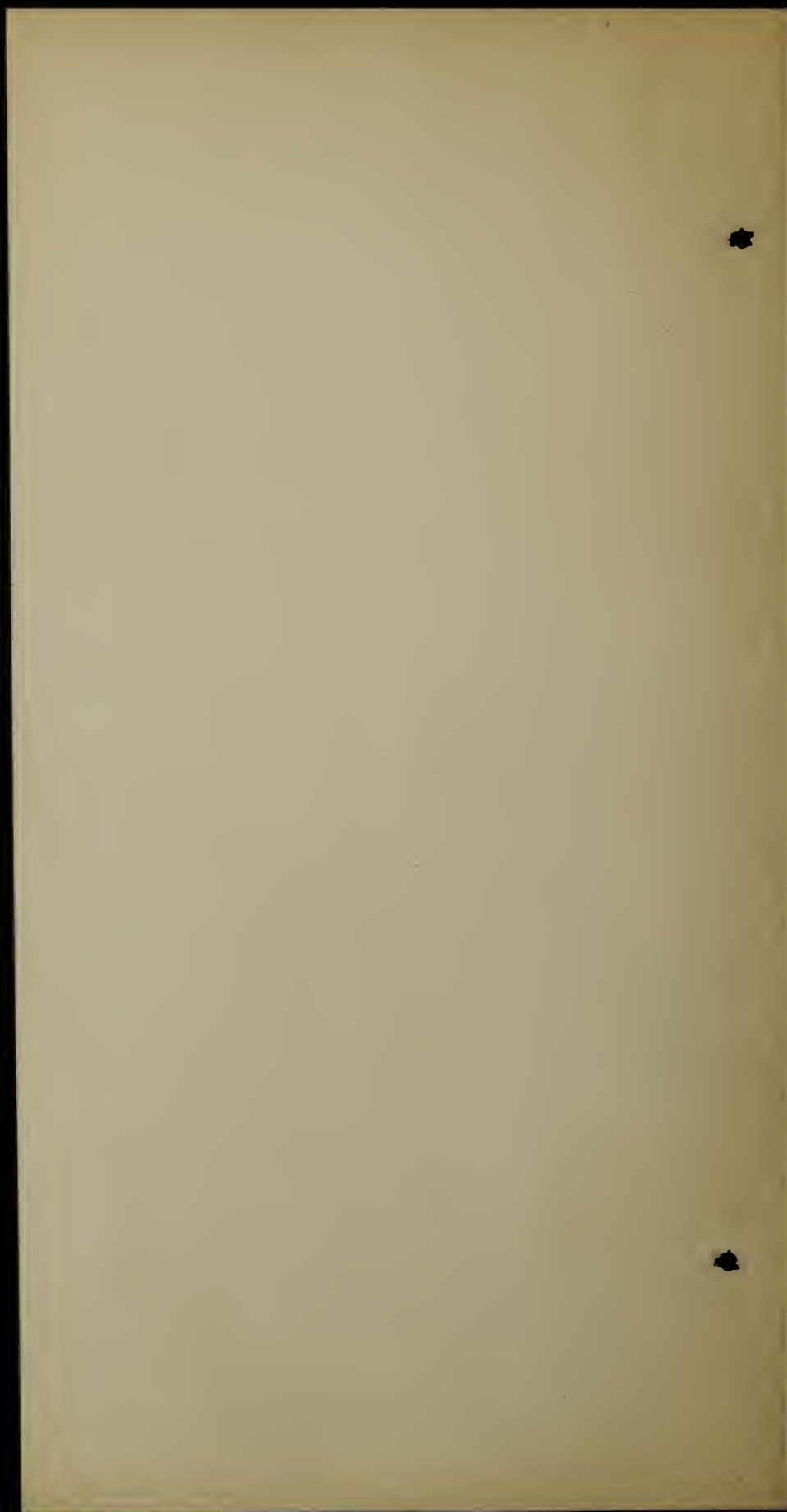
There is now much more intelligent handling of the placing of workers on jobs for which they are best physically adapted because of the advice received by the Employment Division by the Health Department. This results in a better production of work for the business and more earnings for the worker as well as better health for him.

The workers have the utmost confidence in the Health Department, and in what it can do for them. Very rarely does anyone hesitate to go to the department at once for treatment when not feeling well. As this action is entirely voluntary, the large number of workers who avail themselves of the services of the Health Department is the best argument for its value to the store.

The modern Personnel Service Division of today grew slowly out of the old organization. When it was decided in 1919 to do more extensive work in personnel service, a man replaced the woman as head of this department. He had as his assistant a young woman who was a graduate nurse. These two people performed all of the executive work in this division, while the third member, a stenographer, does all of the detail and clerical work.

In a great many organizations this kind of work is called welfare work, but in the Jordan Marsh Co., it is in no way welfare work, which is carried on simply as a sop to quiet the workers instead of paying them fair wages. In every case the employee is paid a wage which is as large and many times larger than the market wage for similar work. This personnel service work is simply a part of the modern personnel policy of the company, which is carried out on a purely business basis, and for good business reasons, together with a genuine desire on the part of the management to make things more pleasant for the workers. The real gist of this whole matter lies in a statement which the





CLASS 1	REG. MONTHS	SUMMER MONTHS	XMAS MONTHS
2			
3			
4			
5			
6			
7			
8			
9			
10			
TOTAL			

RECREATION DEPT.

REC	EM - 2 - X
	LIBRARIAN

EM - 3 - A

SECRETARY - STENOGRAPHER

FUNCTIONS

FUNCTIONS

FUNCTIONS

0
0
C
+
0

11-10-1964

Responsible to Personnel
Services Mgr. General supervi-
sion and upkeep of recreation
floor-acts as supervisor of
Cafeteria & Grill-receives
special guests visiting Jordan
Marsh Company escorting them
thru the dept.-supervises P.W.
activities on recreation floor
sees that fellow workers privi-
legee are not abused by out-
siders.
Handles any special work
connected with the welfare of
P.W. as directed by the
Personnel Service Manager.

Mr. Has charge of distribution of books to F. W. Squires all of books for library use. Assigns number to each and lists title, author, etc., in accession book makes out card for each book taken from library-distributes newspaper and magazines in different rooms-sees that games are properly distributed in various rooms on recreation floor-keeps supply of writing materials on hand for fellow workers use-traces overdue books in possession of fellow workers and files books-files library cards-answers phone-furnishes information regarding meetings to be held on ninth floor.

Mr. Mays weekly report to firm of expenditures of personnel service division-sends firm letters to fellow workers on work relating to visiting nurse-takes dictation of all letters on personnel service work-answers phone and takes messages-follows up three day absentee list and prepares visiting nurse's visitation list-keeps daily card record (from nurses report) of payment due fellow workers on M.A. and W.F.-keeps record at end of week-keeps record of available accommodations for guests at Rest House.

JOB SPECIFICATIONS

1. M - ST & W - L - FT
2. Plesing Personality
3. Knowledge of store
4. Filled from store or hired from outside

JOB SPECIFICATIONS

1. YW - W.- S - L - EY
2. Pleasing Personality
3. Courtous - Neat Appearance
4. Office Training preferred
5. Filled from store

JOB SPECIFICATIONS

1. YW - W or S - L - FT - EY
2. Plesing Personality
3. Trustworthy - Initiative
4. Courteous - Judgment - Tac
5. Knowledgs of stenography
6. Filled from store

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SALARY	
PROFIT SHARES	

SALARY	PROPERTY TAXES



president of the company made recently to the executives of the store. He said, " Ever since I have been president of this house, I have always tried to do everything that I could to make this place an agreeable and pleasant one for our fellow-workers in which to work. In the future, I intend to make it more pleasant, and also more remunerative for everyone who works here." Everyone who heard the president make this statement knew that it was a sincere one, and that it was meant for the good of everyone in the store. This is the spirit that underlies the personnel service work.

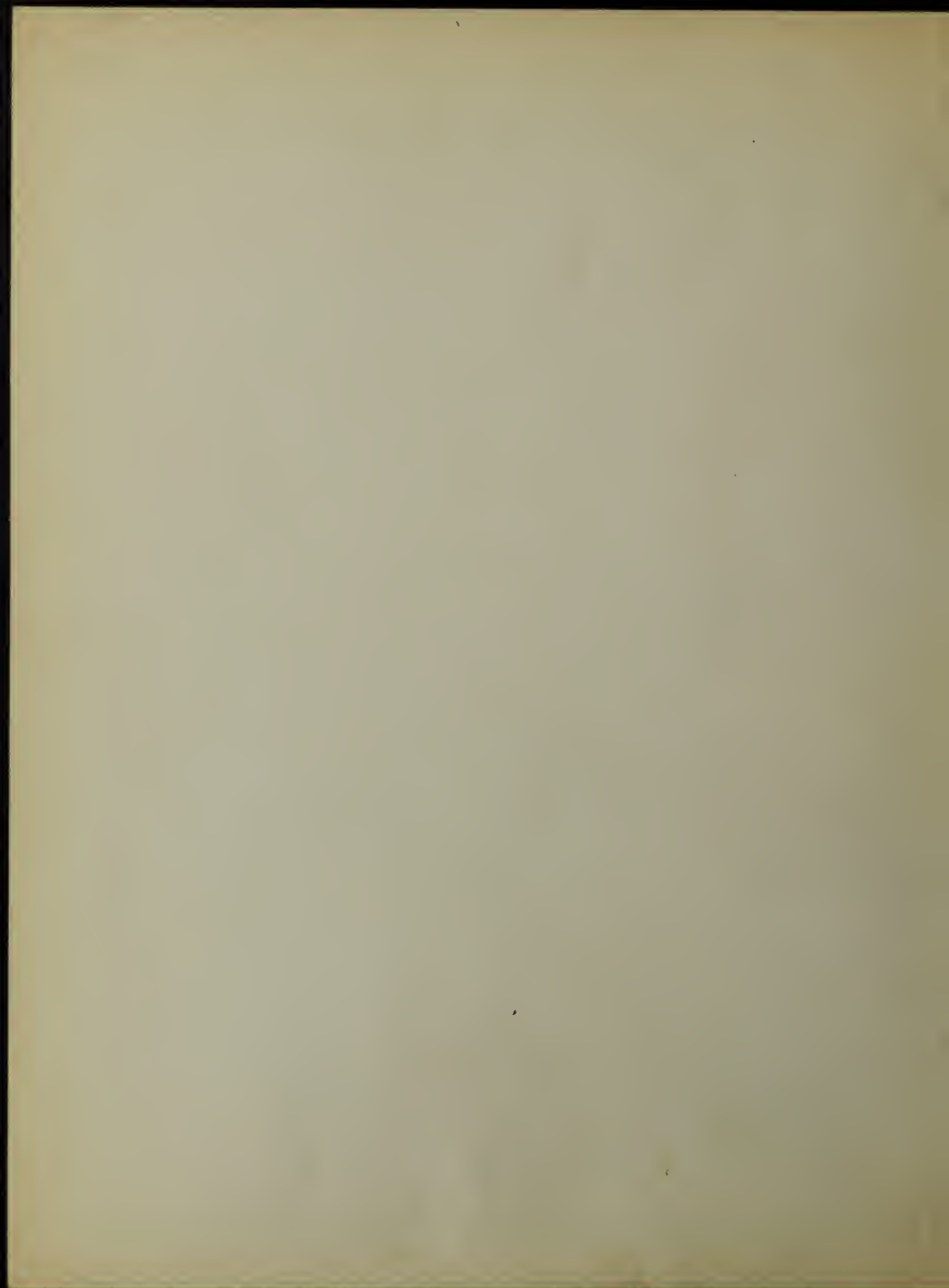
This division is responsible for the carrying out of the mutual aid compensation system. Under this system, every worker, who has been in the employ of the house for three months or more, pays a very small amount of money each month into the Mutual Aid Association. This is a voluntary association which is carried on by and for the workers in the store. In return for the small premium paid monthly to the association, each worker receives one-half of his weekly salary when ill. This commences on the fourth day of the illness and continues for twenty-six weeks. if the worker is unable to return to work in the meantime. The Jordan Marsh Company pays the other half of the worker's salary for the same time, so that in the event of illness, the worker receives his pay in full from the fourth day of illness up to and including twenty-six weeks. The two most significant things about this system are not mentioned at all in the contract with the worker. These two things are carried out by the company of their own free will. The first is, that at the expiration of twenty-six weeks, if the worker is unable to return to work, his full salary is continued to be paid to him until he is able to return. The second is that, during a worker's illness, the company will pay his hospital and doctor's bills, and take care of his family financially, if the worker is unable to do these things himself.

To see that this very liberal policy of the Jordan Marsh Company is carried out is a definite function of the Personnel Service Manager.

When the store doctor approves mutual aid for a worker, the Personnel Service Manager's responsibility is to see that it is paid promptly to the worker. He also finds out from the visiting nurse what the home conditions are of the fellow-worker. If these conditions are such that they should be relieved, he makes the proper recommendations to the firm which are usually accepted. Personal and family conditions needing aid are relieved in this way by the firm thru the efforts of the personnel service Manager.

Fellow-workers who have personal problems for which they need assistance from the Jordan Marsh Company are urged to bring these problems to this man. In this respect, workers who are in need of a loan of money are invited to bring such matters to the Personnel Service Division, so that the firm





may lend the money to the workers at a small rate of interest, rather than have the worker fall into the hands of the loan sharks.

The Rest House at Wrentham is part of the equipment of the Personnel Service Division and helps that division in its work. There are two houses on the large Helen Keller estate at Wrentham which the Jordan Marsh Company bought as a rest house for its fellow-workers. One of these houses is for men and one for women. These two houses are splendidly equipped so as to accommodate about forty people at once. The object of the Rest House is to provide a good healthy place in the country for the workers to rest and recuperate when tired out by work or by illness, altho no sick person is allowed to go there.

The duty of filling the Rest House with these people, who should go, falls on the Personnel Service Manager. He has representatives thru out the store who notify him about people who should be sent to the Rest House. By making a careful selection from such people recommended to him, he sends many people to Wrentham for a rest of a week or two, who really need it. This is a good investment for the house, for it saves many people from a break-down, and returns them to work again with new life and energy.

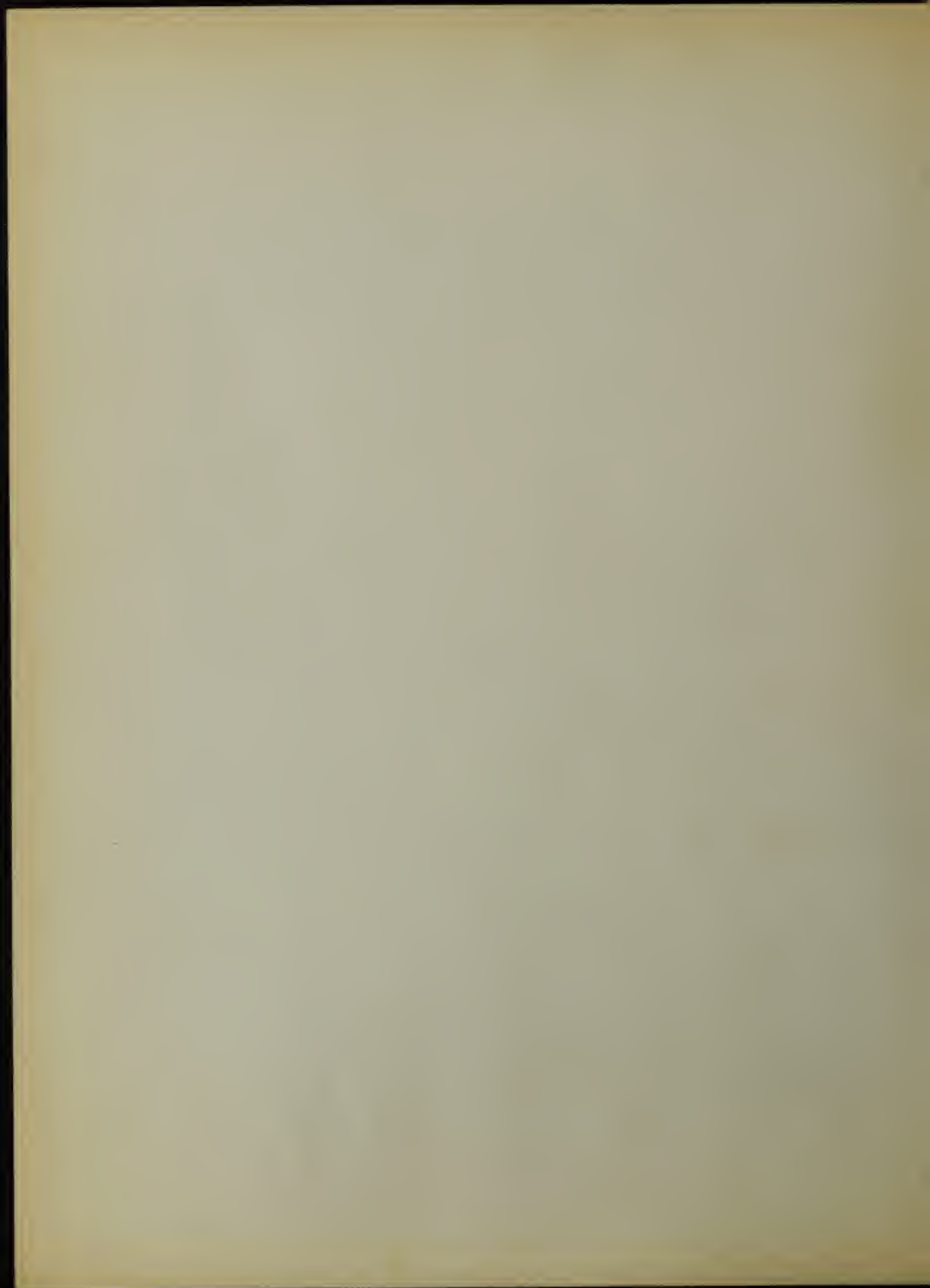
When a worker is sent to Wrentham, his fare is paid both ways, he receives his full salary while there, and has no expenses at all at the Rest House.

Another part of the equipment of the Personnel Service Division is the recreation floor which is located on the ninth floor in the annex. This floor formerly was devoted to the manufacturing of curtains, draperies and shades, and for storage. In 1919, the firm remodeled it over into a recreation floor for the workers. The old partitions and floors were torn out, and the whole floor was refinished very attractively. The floor is now divided into a large Auditorium used for dancing and large gatherings, a Rest-room for women, a Library, a Smoking Room for men, a Reading Room for men and boys, a Conference Room, a Cafeteria and a Grill Room where the food is served at cost in both places. This whole floor is for the use of the fellow-worker only and is under the supervision of the Personnel Service Manager. This plan fills a great need in the business life of the workers. It gives them an excellent place in which to buy their lunch of good food at a low cost, a place to rest comfortable, and a place to meet their fellow-workers socially away from their work.

To supplement this recreation floor in summer, the roof of the annex, which is entirely flat and surrounded by a high wall is made over into a roof-garden where the workers may rest at noon in the fresh air.



CAFETERIA



The Personnel Service Division supplies the Employment Division with information which it desires concerning the workers and their home conditions. The Employment Division uses this information to the advantage of the worker concerned. When a person is being considered for discharge, the home circumstances are always considered, especially in making any decision as to paying a certain amount of salary in advance so as to make the worker's family suffer as little as possible.

This work of the Personnel Service Division is very much needed in large corporations, such as the Jordan Marsh Company. People are made much happier, contented, and satisfied, for they are relieved in the right way from many of the things which would ordinarily worry them. They know where they can always obtain assistance when needed.

A great deal of good is done by the firm in the right way and in an intelligent way. It is in no wise charity, but is done for the good of the people and the good of the business. The head of the department is a man of broad vision, sympathetic towards the workers, big hearted and is always working for two things at the same time, which are practically one, that is, the interests of the workers, and the interests of the firm.

This personnel service work takes away the usual cold blooded spirit of the corporation towards its employees, and substitutes for it a warm personal regard for the workers by the corporation.

The Educational Department, the Health Department and the Personnel Service Division work together with the Employment Division. These four departments form the whole Personnel Division and are responsible for carrying out the personnel policy of the house. Aside from the special intensive work, that each one of these departments do as their own part of the personnel work, their relation and immediate value to the Employment Division lies in the reports, recommendations, and special information which they send regularly to the Employment Division. This division is able, by using such information from these various departments to get a broader view of many of their problems. In personnel work of this kind, all the information available on every problem must be used.

This modern personnel policy and administration has obtained excellent results and has clearly proven its superiority over the old system.

First, it has obtained better results for the Jordan Marsh Company as a business house. In this respect, it has operated to help in cutting down the labor turnover. Under the old system,

The Government has been very successful in its efforts to bring about a more efficient and economical administration of the country. The Government has been able to bring about a more efficient and economical administration of the country. The Government has been able to bring about a more efficient and economical administration of the country.

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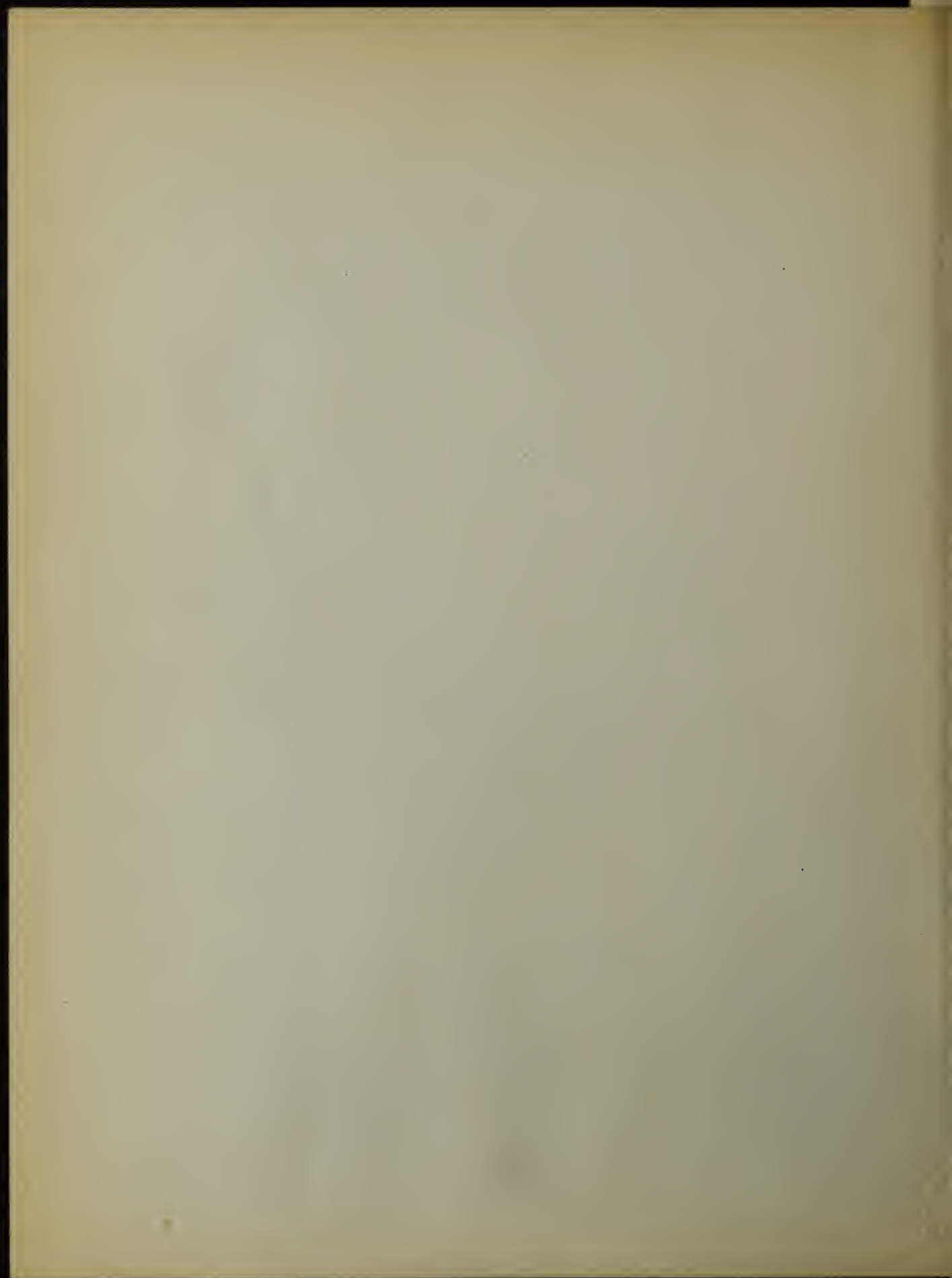
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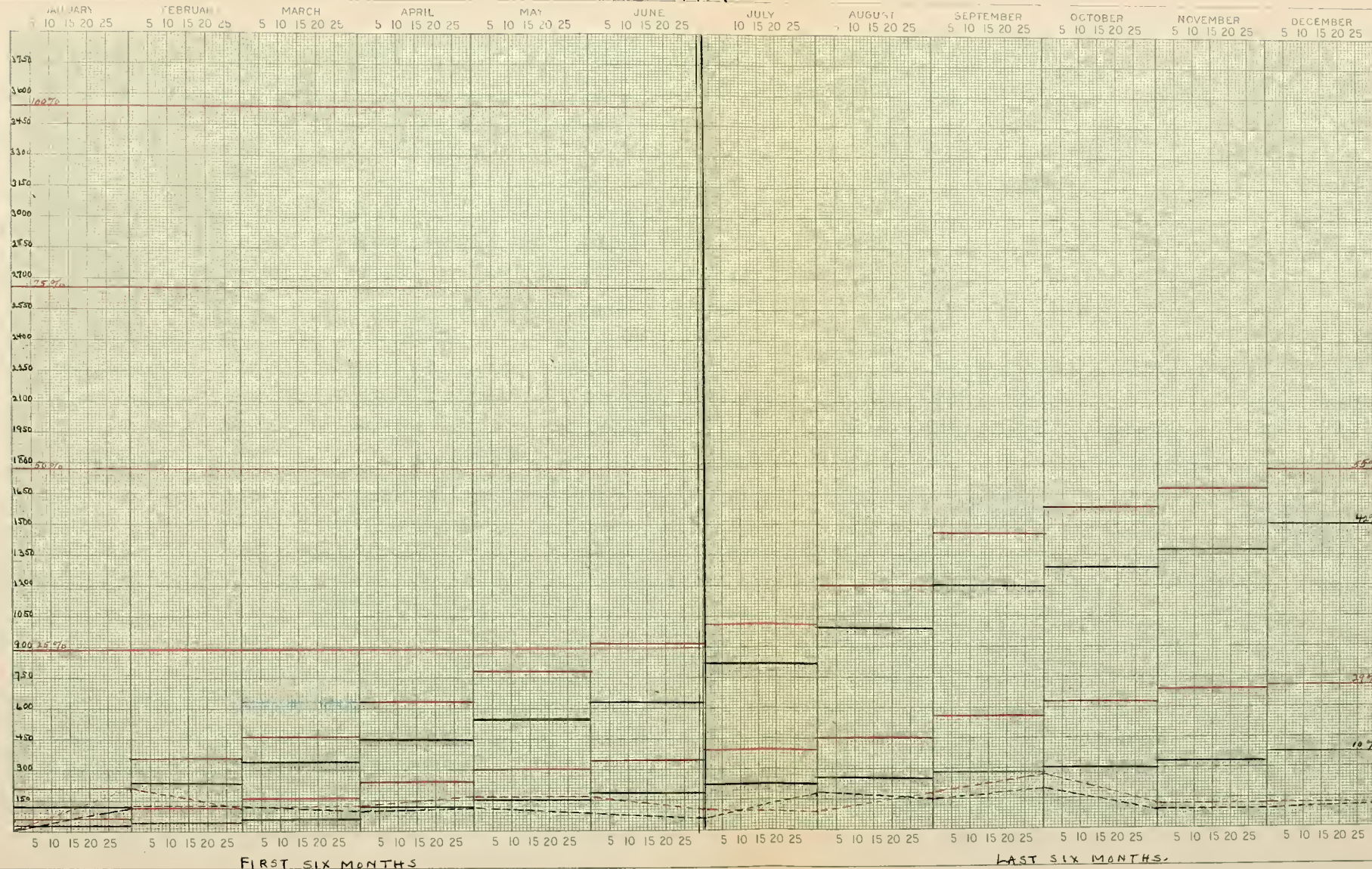
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JORDAN MARSH COMPANY - TOTAL LABOR TURNOVER.

1921



1920 TOTAL
TURNOVER.
1921 TOTAL
TURNOVER.

1920 PREVENTATIVE
TURNOVER.
1921 PREVENTATIVE
TURNOVER.

RED 1920, BLACK 1921,
NUMBER OF LEFTS
EACH MONTH.

the total turnover for the house ran about sixty to seventy percent. It now runs from forty to fifty percent per year. Inasmuch as it costs from fifty to two hundred and fifty dollars to hire and discharge a single person, an idea may be had from these figures of the savings in money which results to a house like the Jordan Marsh Company, which employs about four thousand people. This also shows how the waste and loss due to reckless and extravagant methods of handling people are cut down. Labor turnover figures, however, are not so significant in themselves as mere figures showing decrease or increase in turnover. The most important point in them is the fact that they show either a healthy or unhealthy condition in the company in the way in which things are managed. They act as a guide to indicate in what direction management is progressing. As these figures are decreasing under the modern system, the conclusion is, that the present personnel policy is on the right track.

In addition to reducing losses from the wastes of large labor turnover, losses from all kinds of wastes in the store have been reduced. In the salvage department, which has a system for saving all of the waste-paper, boxes, twine, etc., a great saving is made each year. The people have been educated to save these things instead of throwing them on the floor in the various departments to be walked on and destroyed. The head of the salvage department is paid in addition to his regular salary, a commission which is a percentage of the amount saved each year. This commission amounts to a substantial sum each year which indicates a considerable saving which formerly went to waste.

The way in which this personnel policy has aided in cutting down losses due to wastes is reflected in the increase of net profits of the company each year. This increase of net profits is indicated in the following way. The profit sharing which is distributed to the workers each year is made up in part of the increased profits for the year over the preceeding year. As there has been such a distribution each year, except one, it shows that there has been a steady decrease of waste which has increased profits. It has been due in a large part to this rather than to an increase of mark-up of merchandise, for this is practically impossible, due to the close competition in the department store business.

Another item which helps to make up the profit sharing figures is the increase each year over the preceeding one of the amount of business done. These figures indicate a large increase in the amount of sales.

Of course, it is very difficult to state definitely just how much this modern personnel policy has influenced this increase in profits and in amount of sales. There are so many other elements entering into these two items that it is

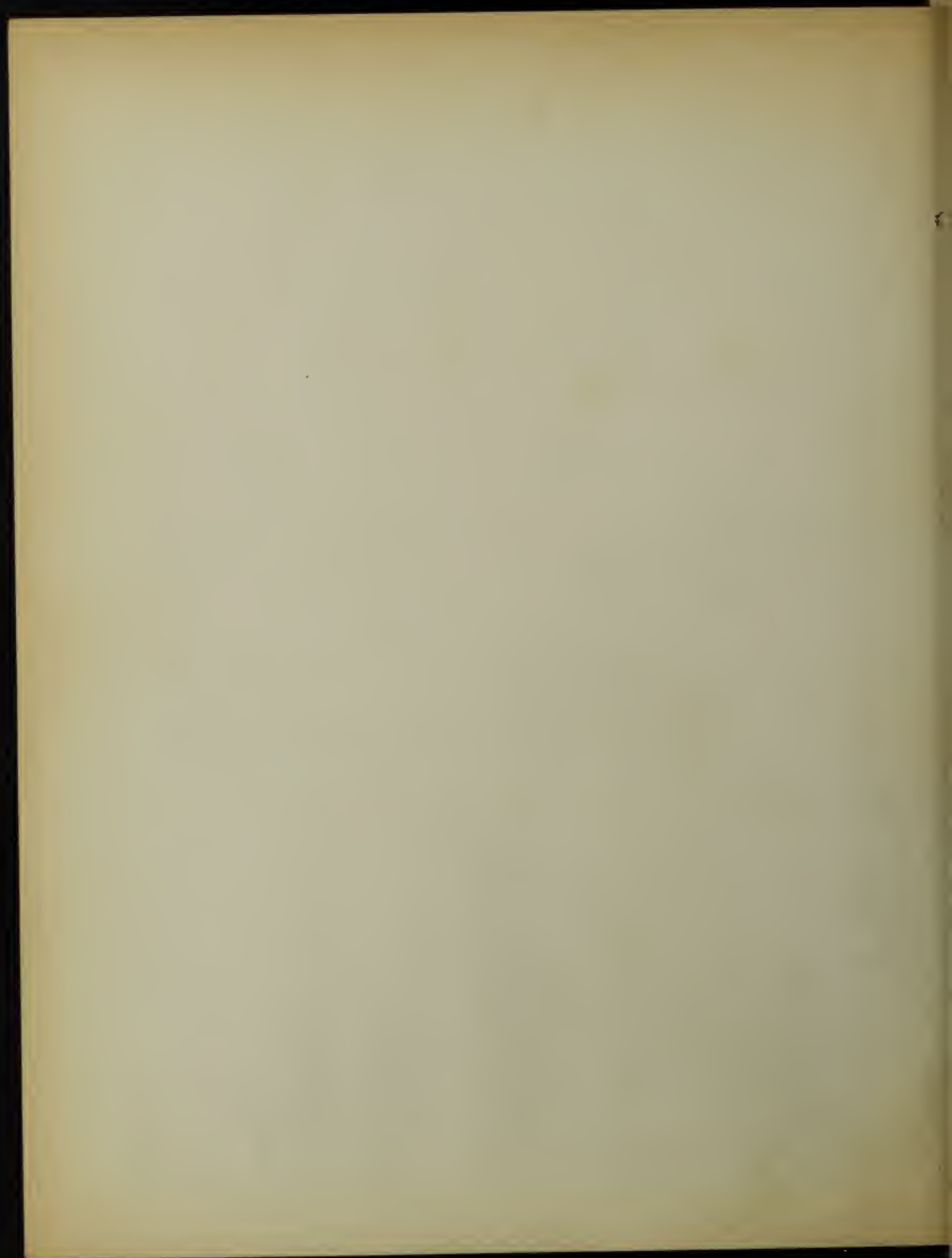
The first thing I noticed when I stepped out of the car was the cold. It was a sharp contrast to the warm blanket I had been sitting under. I looked up at the sky, which was a pale, hazy blue. The air was crisp and clean, a welcome change from the stuffy atmosphere of the car. I took a deep breath, feeling the cool air fill my lungs. The sun was just beginning to rise, casting a soft, golden glow over the landscape. The trees were bare, their branches reaching out like skeletal fingers against the sky. The ground was covered in a thin layer of frost, glistening in the early morning light. I walked slowly, my boots crunching on the ice. The silence was profound, broken only by the occasional rustle of leaves or the distant call of a bird. It was a peaceful scene, one that I had never before. I felt a sense of wonder and awe, as if I had stumbled upon a hidden world. The cold was not unpleasant; it was invigorating. It made me feel alive, alert. I was grateful for the change, for the opportunity to see the world from a different perspective. The first step was the hardest, but now I was here, and I was ready to face whatever came next.

The second thing I noticed was the smell. It was a mix of earth and frost, of pine and snow. The air smelled fresh and clean, a welcome change from the stale air of the car. I took a deep breath, feeling the cool air fill my lungs. The sun was just beginning to rise, casting a soft, golden glow over the landscape. The trees were bare, their branches reaching out like skeletal fingers against the sky. The ground was covered in a thin layer of frost, glistening in the early morning light. I walked slowly, my boots crunching on the ice. The silence was profound, broken only by the occasional rustle of leaves or the distant call of a bird. It was a peaceful scene, one that I had never before. I felt a sense of wonder and awe, as if I had stumbled upon a hidden world. The cold was not unpleasant; it was invigorating. It made me feel alive, alert. I was grateful for the change, for the opportunity to see the world from a different perspective. The first step was the hardest, but now I was here, and I was ready to face whatever came next.

The third thing I noticed was the sound. It was a mix of silence and the occasional rustle of leaves or the distant call of a bird. The air was crisp and clean, a welcome change from the stuffy atmosphere of the car. I took a deep breath, feeling the cool air fill my lungs. The sun was just beginning to rise, casting a soft, golden glow over the landscape. The trees were bare, their branches reaching out like skeletal fingers against the sky. The ground was covered in a thin layer of frost, glistening in the early morning light. I walked slowly, my boots crunching on the ice. The silence was profound, broken only by the occasional rustle of leaves or the distant call of a bird. It was a peaceful scene, one that I had never before. I felt a sense of wonder and awe, as if I had stumbled upon a hidden world. The cold was not unpleasant; it was invigorating. It made me feel alive, alert. I was grateful for the change, for the opportunity to see the world from a different perspective. The first step was the hardest, but now I was here, and I was ready to face whatever came next.

1000
MEN'S HEADING ROOM * RECREATION ROOM.





almost impossible to pick out any single one and judge its exact influence, but there is not any doubt that the results obtained from the present policy have aided these things. Almost every buyer in the store will confess that the success of his department lies in the caliber of the people in his department. He will say that he can buy the best merchandise possible, at the best prices and yet cannot sell it if he does not have the right kind of salespeople. So it is only fair to judge from the results obtained, that a more efficient force of workers is gradually being produced.

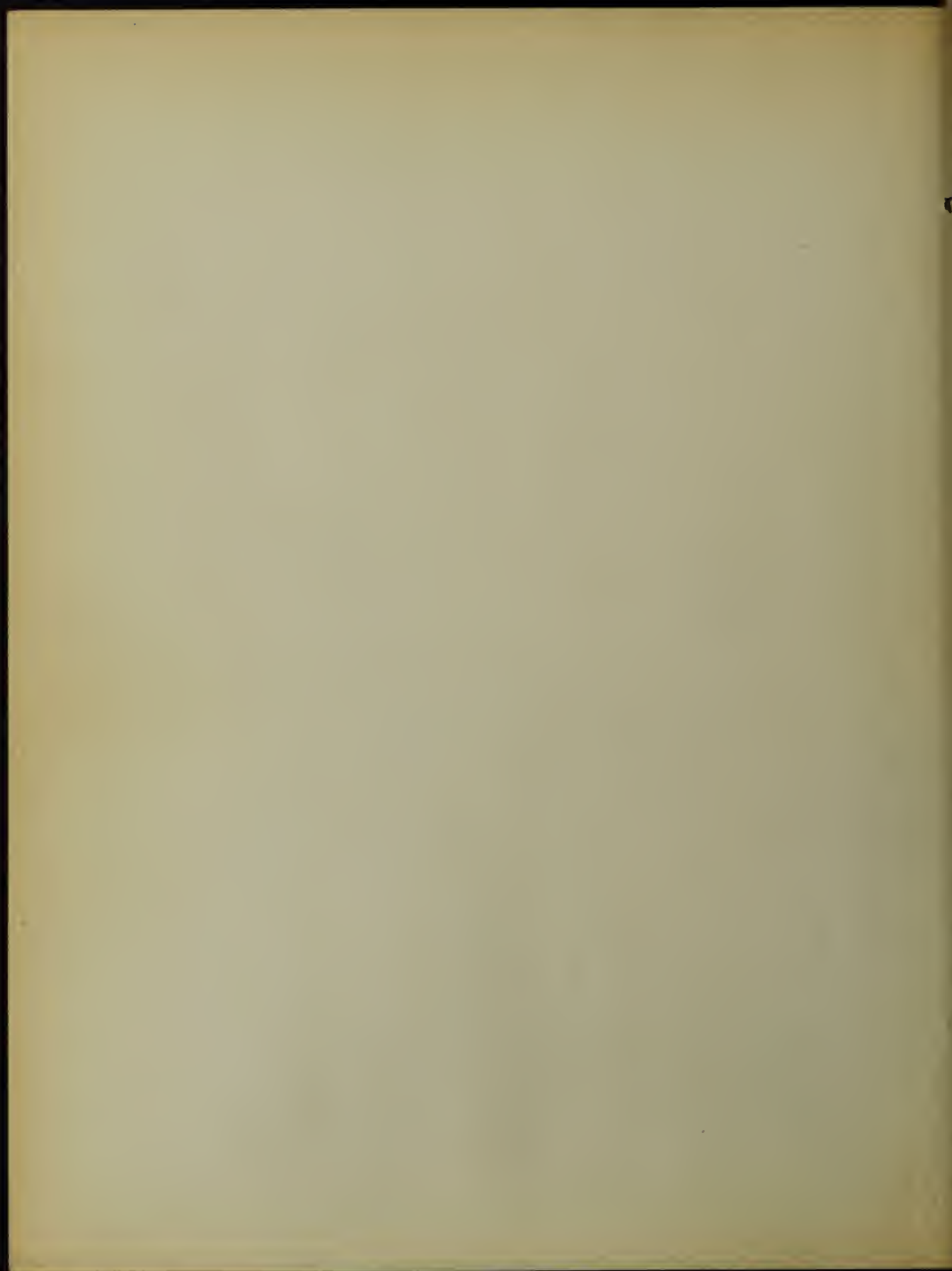
One of the greatest aims of every business concern is to increase wages and at the same time decrease salary costs. This has been accomplished at the Jordan Marsh Company. In the sales departments, it has been done by means of the quota system. This system is based on the salary cost of the previous five years. The result is that when a person sells beyond his quota, he receives a commission on the excess, which results in more money for him and a decreased salary cost to the firm, due to the increased sales. In the non-selling departments, the same results are obtained by standardizing the work and in paying a bonus for doing more than the standard amount. For instance, truck drivers receive twenty-one dollars per week as regular salary. They have a boy to help them who is paid fifteen dollars. If the driver will do the work without the boy, he receives six dollars per week extra. In addition to this, the driver also receives a bonus of fifty-two dollars every six months provided he stays on the job that long. In this way the driver's pay is increased from twenty-one to twenty-nine dollars per week, at the same time the company makes a saving also.

There is no doubt but that one of the greatest results which the company obtains is the fact that this modern policy is producing a more loyal force of workers. The decrease in labor turnover indicates this, as fewer people are leaving the company. Where formerly it was not customary to hear the workers speak very enthusiastically about their work, or any of the features of the store, the opposite is true now. Everywhere one goes all over the house, one hears voluntarily from the workers what a wonderful place it is to work. It is very easy to see how interested everyone is in his work and in all of the features which the store offers. It is very seldom that any worker is heard to criticize the company in a disloyal manner.

An improved morale is very evident among the workers. Discontent and discouragement are rare things. The people work in pleasant surroundings, and due to the promotional plan, they have something to take them out of any ruts they may have fallen into, and they now have something very definite for which to work. This morale is absolutely essential in such a large force of workers in order for the company to have the work done most efficiently

WOMEN'S REST-ROOM * RECREATION FLOOR.





Second, the employees or fellow-workers have greatly benefited from the results of this modern personnel policy. In addition to wage increases which have been given from time to time all over the store, earnings have been increased due to the quota bonus and profit sharing systems. The majority of the workers earn extra money in this way for these systems have been very successful. Most of the salespeople earn money on their quota. Profit sharing has been paid every year since it started except one year, in which a salary bonus was paid to compensate for the loss of the profit sharing. Substantial increases are now given with each promotion to a higher position. It is the earnest desire of the firm to have every person earn as much money as he is capable of doing.

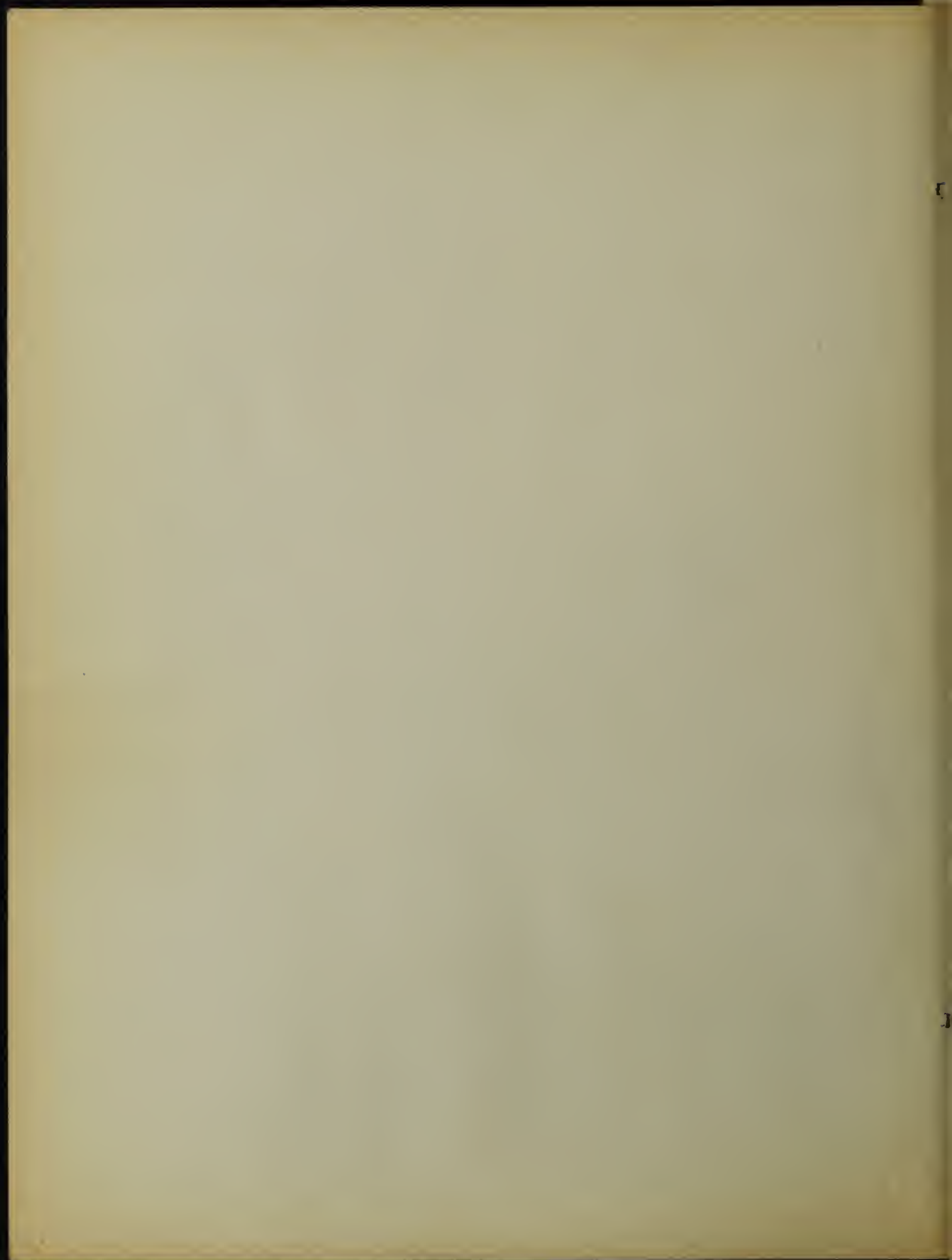
Under the promotional plan, the workers have a decided advantage over the old system. Now they have the preference for all of the higher positions. This means that the future of everyone in the store is assured of, providing they perform their work satisfactorily and are capable of being promoted. This promotional plan is one of the greatest and most important items of this modern policy.

Better working conditions for the workers are in effect all over the store. This was emphasized very strongly recently when the working conditions of the store was closely inspected by a representative from the Consumer's League of Massachusetts. She included in her report to the League that the working conditions in the Jordan Marsh Company store were excellent, and were far ahead of those of any other store which she had seen in Boston. She reported that she found no conditions which she could criticize.

The result of having such a place as the Personnel Service Division to which workers may go and apply for personal relief when needed is shown by the effect it has upon the people. In having a place like this to go, with all their private home troubles, for which they can obtain relief, is like casting it from their minds entirely. This gives the workers the feeling that the company is very human and is really interested in them. It also leaves them with a free mind for their business, which is necessary for them, in order to progress in the store.

The workers know that they have permanent positions which they may hold indefinitely without the fear of unjust discharge, which is impossible under the present system. They also know that they may go to the Employment Division at any time for assistance or with complaints, where they will receive just, fair and impartial treatment.





The workers are given opportunities for more education in the store. Many have been unable to receive as much education as they would like, but now thru the opportunities offered them by the Educational Department, they may fit themselves for higher positions on store time without cost to them, and without loss of pay. If they wish to secure more education outside of the store, they are given helpful advice by the Educational Department and by the Employment Division, as to the courses given in the various evening schools in and about Boston.

One of the most important ways in which the workers are benefited by this personnel policy is thru the Health Department. It is very difficult to tell if the Health Department pays from the standpoint of profit in dollars, because it is almost impossible to evaluate its results in this way. The president of the Walworth Manufacturing Company expressed this idea clearly when he said that he did not know if a Health Department pays, but a business house ought to have a Health Department, because it is the right thing to do. This may be better shown from the individual case rather than that of a group, for definite improvement can be shown in the physical condition of individual cases.

The Jordan Marsh Health Department has in its files the records of an interesting case which illustrates this point. A cashier left the store because of a nervous disorder, and went to a sanitarium for a year. She then went to two hospitals for treatment. The final report on the case was, that there was one of three things to do: 1. To work a little longer with the girl. 2. Drop the case entirely. 3. Commit the girl to an institution. The girl wanted to return to work, but the doctor in the Health Department said that there was no justification upon which to return her to work. The president of the company wanted to know if anything more could be done for her. So she was sent to a specialist in nervous diseases, who advised putting her back to work in this store on half time, which was done in order to help the girl if possible. This act of placing her back at work gave her confidence to do something.

This case was very carefully followed up by the Health Department so that in a short time she was working on full time, and her pay was increased in six months, because she was doing such good work. The store spent a large sum of money on this girl in trying to get her in condition to work, but it was all done to help the girl which was worth the money spent. ✓

Another example was that of a salesgirl whose state of mind was in a depressed condition, due to illness. She visited several hospitals and doctors. Finally, she was returned to work under the supervision of the Health Department. The result was that under their guidance and treatment, that this girl soon entirely recovered, and was later cited in the store paper in the honor roll for good service to customers. An important point which should be brought out in these cases is that it is of

The purpose of this study is to determine the effect of the various factors on the growth of the plant. The study was conducted in a greenhouse under controlled conditions. The factors studied were light, temperature, and humidity. The results of the study are as follows: Light had a significant effect on the growth of the plant. The plants grown under high light intensity grew faster and taller than those grown under low light intensity. Temperature also had a significant effect on the growth of the plant. The plants grown at a higher temperature grew faster and taller than those grown at a lower temperature. Humidity had a significant effect on the growth of the plant. The plants grown at a higher humidity grew faster and taller than those grown at a lower humidity.

The results of the study show that light, temperature, and humidity are all important factors in the growth of the plant. The plants grown under the most favorable conditions (high light, high temperature, and high humidity) grew the fastest and tallest. The plants grown under the least favorable conditions (low light, low temperature, and low humidity) grew the slowest and shortest. The study also shows that the effect of each factor is not independent of the other factors. For example, the effect of light on the growth of the plant is more pronounced at a higher temperature than at a lower temperature. This suggests that the factors interact in a complex way to determine the growth of the plant.

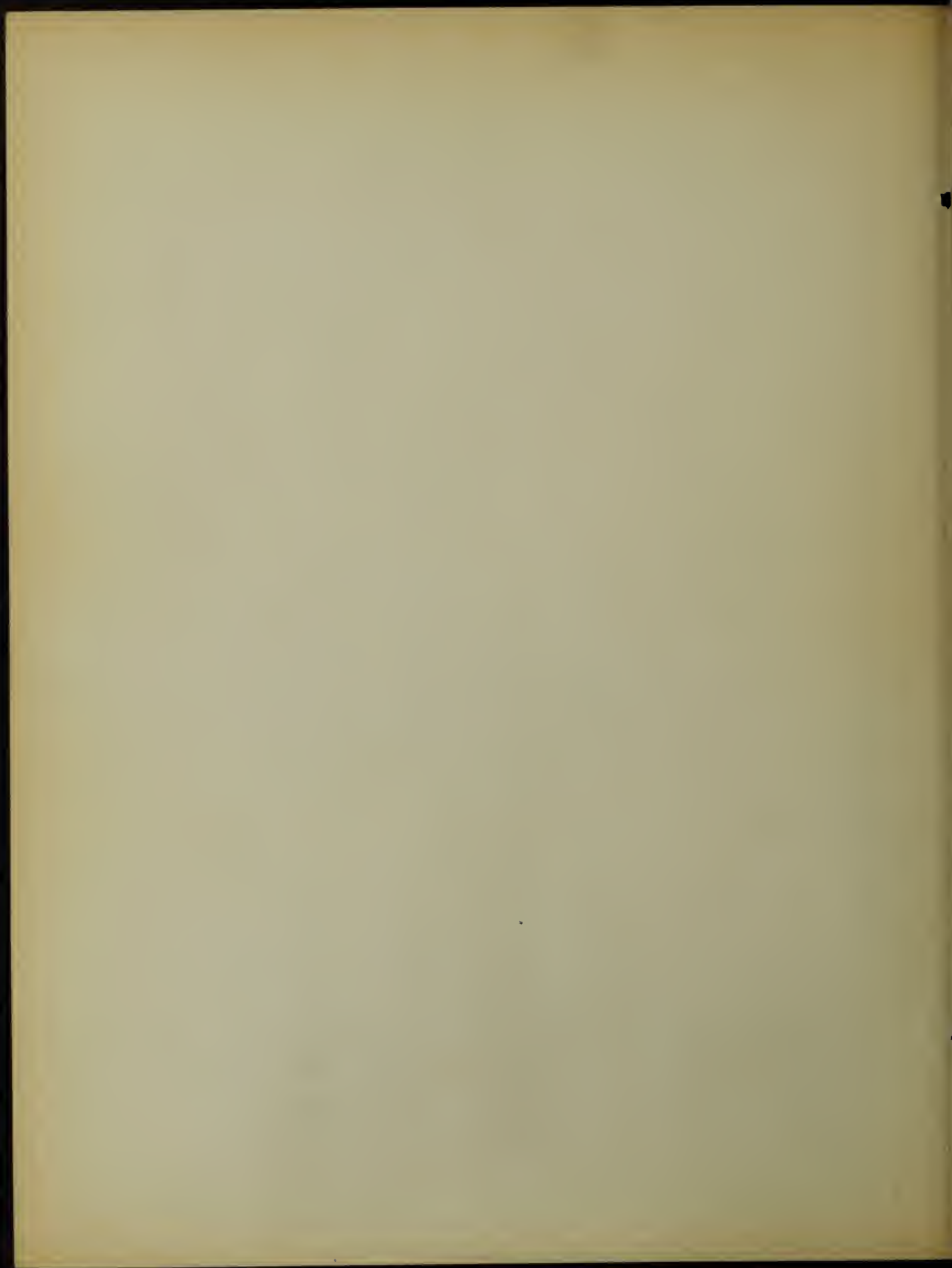
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SMOKING ROOM



distinct profit to any individual who is ill to be able to talk to a nurse or a physician. The psychological effect is great.

These two cases which have just been described, illustrate cases which occur quite often, and shows the benefit which the individuals derived from the treatment from the Health Department.

Improvement can also be shown in less difficult cases, but it is more difficult to evaluate the benefit, altho, it is there just the same. The workers are benefited by being put into the proper physical condition more quickly by the Health Department and put back to work again in their former positions. This is especially true in respect to treatment of injuries.

Third, the general public at large has benefited in some measure by this modern personnel policy. This should be so, because the Jordan Marsh Company has grown to such a large proportion in size that it takes on some of the aspects of a public service corporation.

Customers are now receiving more courteous, intelligent treatment and better service in all departments of the store. This is indicated to some extent by the enormous increase in business since 1919. People will not continue to trade at a store where the treatment of customers and the service is not good.

Reports from the large number of professional shoppers, who are employed by the store to check up the service in the sales departments, show a steady increase in the quality of service. Following is a typical report from a shopper.

Name - Dept. # - S.P.-# -

" Our shopper reports receiving excellent service when she purchased from you recently. We are glad to know that you have the customer's needs in mind and give her the feeling that you are interested in having her suited.

She liked your interest in her, your courteous manner, and businesslike appearance. "

These reports, both good and bad, are always sent to the salesperson concerned in order that he may know what kind of service he is giving. There is a long list of names which is published in the store magazine each month in the honor roll column for good service.

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DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

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As a result of the education and training which the sales-people receive, the customers obtain better and more intelligent advice in purchasing. Many customers prefer to rely upon the judgment and selection of merchandise for themselves by the sales-people, as they really do know and are able to judge what kind of merchandise is best fitted for each particular case. This phase of service to the customer is being developed very fast, and is of immense value to the purchasing public.

This better service and advice to customers in purchasing are very strongly emphasized in letters of commendation which are received every day by the Firm from large numbers of customers

The elimination of much waste and unnecessary expense in the store has resulted in many economies and savings which have been passed along to the public in the shape of lower prices of merchandise. The aim of the Jordan Marsh Company is to give the public the best merchandise possible at the lowest prices. The merchandizing motto of the store, "Never Undersold," is carried out to the letter. No other store in the city is ever allowed to undersell them. Such a policy can only be carried out in a store where expense is at a minimum.

It is very essential to the public health that an organization consisting of about four thousand people be composed of a healthy group of people. The public are insured of this fact in the Jordan Marsh Company because of the standards set by the Health Department, and their careful supervision over the health of all the workers.

The question is always present in personnel work as to when the saturation point has been reached. During the World War, many large business houses developed their personnel organization so intensively that not only did they reach the saturation point, but they went so far beyond it, that after the war, the organization was so top heavy, that they had to tear it to pieces so as to resume work again on a normal basis.

The opposite has been true of the development of the personnel policy in the Jordan Marsh Company. The development in that company has been so gradual that the saturation point has not yet been reached. It was deemed wiser to go slow in this work so as to be sure that what was being done was the right thing for the organization.

The future development of the personnel policy and administration will probably continue along the same general line, along which it has been progressing since 1919. There is still a great deal more work to be done in the Jordan Marsh Company before reaching the saturation point.

The Employment Division has still one large piece of work before it in the making of a job analysis of the sales departments in which comparatively little work has been done yet. It is a difficult thing to do because of the difficulty in standardizing and classifying the work.

The first of these is the fact that the
 government has been unable to secure
 the necessary funds to carry out its
 policy of non-interference in the
 internal affairs of the country.

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This will, undoubtedly, be worked out sometime in the near future, as it would be of immense value in the store promotional plan.

Practically little use is made ^{at present} of mental tests in hiring. Standards for these tests are being worked on now so as to provide basis for judgment. Mental tests will probably be used sometime in the future to aid in determining an applicant's fitness for a position in the store.

The selection of better types is one thing which will be stressed on much more in the future ^{even} than it is now. In order to determine more accurately a person's appearance before hiring, some means will be devised so as to have the women, applying for positions, remove their hats and coats. This will give the hiring supervisor, a better opportunity to judge the applicant's type. More refinement is needed in the types hired. Culture and education will be essential requirements of people hired in the future. The Educational Department will work more intensively in this direction in assisting The Employment Division to check these points.

The promotional plan in the store will be developed in the highest degree more than what it is now so as to give women better opportunities for promotion. This will be carried out by extending the executive training course for women so that it will be on the same basis as the one for men.

Some of the forms used by the Employment Division., such as the application blank, follow-up forms, promotional forms, need to be revised in order to better fit the present needs of the work.

More instruction and training should be given to the department heads so that they may use more intelligence in properly filling out the personnel rating sheets and the other follow-up forms of the Employment Division. More work must be done in this direction in order to obtain the most correct information which it is possible to get. This is absolutely essential if the best results are to be had from this personnel work.

The rule that the Employment Manager may not make any discharges of people who have been in the employ of the store three years or more without referring the case to the directors, should be changed, to read five years. A waste of time is involved here. Also, a man who is capable of filling the position of Employment Manager should be capable of deciding upon the discharges of people who have been in the store up to at least five years.

The work of the Educational Department is as yet by no means complete. More intensive work will be done in the future among the junior workers in the store. These younger people need to be worked with more, in order to develop them further. They should have more education to broaden them and to train them for promotion to higher positions in the store. They know comparatively little about store system which they should know well in order that they may do their work more intelligently. The Educational Department will develop sometime

The first part of the paper is devoted to a general discussion of the problem. It is shown that the problem is of great importance in the theory of the differential equations of the second order. The second part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The third part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The fourth part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The fifth part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The sixth part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The seventh part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The eighth part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The ninth part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order. The tenth part of the paper is devoted to the study of the properties of the solutions of the differential equations of the second order. It is shown that the solutions of the differential equations of the second order are of great importance in the theory of the differential equations of the second order.

in the future a course for the juniors in the inspection of the salescheck. This will cut down the number of errors on the saleschecks. A course of this kind will also train the younger workers, such as, cashiers and inspectors, to do better work when they are promoted to sales positions.

There is also a great deal of more intensive work for the Educational Department to do in the education and training of the salesforce. Instead of trying to teach the principles of salesmanship in four lessons, a longer and more intensive course of twelve lessons, presented in part by project methods, will be developed. More training in selling and real salesmanship is greatly needed, for there is even now too small a percentage of the sales which show suggestive selling.

The three day training period for new salespeople in the Educational Department will be changed so as to allow time for more intensive work in training. Less time will be spent during this period in the sales department but more time will be spent in the Educational Department. The correct way to make out saleschecks and to use the cash register will be emphasized more. This should result in better service to customers and in a decrease of errors.

The courses in color and design should be expanded so as to teach better combinations of colors in all kinds of yard goods and in ready-to-wear merchandise. The salespeople should be taught more thoroughly what is best to recommend to each individual customer. In order to do this, balance in content and color combination should be studied.

More education in store decoration and in display of merchandise will be worked out for the salespeople.

Courses in business management, the broad methods of handling the business, and in the development of merchandizing should be given to the buyers in the store.

The executives of the non-selling departments should be given the opportunity of education in general business management courses.

More educational work will be done in the future among the rank and file in the non-selling departments. They should know something of the history and growth of the store; should have more intensive training for their particular jobs; and should have more training to fit them for promotion to higher positions.

The work of the Health Department is still slowly progressing. One step in the right direction in the near future will be the establishment of a Dental Clinic in the Health Department for the benefit of all the fellow workers. This is absolutely essential in the kind of health work which the Jordan Marsh Company is doing for its employees, for it is widely recognized that the condition of a person's teeth influences his health.

The first part of the report deals with the general situation of the country and the progress of the work during the year. It is followed by a detailed account of the various projects and the results achieved. The report concludes with a summary of the work done and the prospects for the future.

The second part of the report contains a list of the various projects and the results achieved. It is followed by a detailed account of the various projects and the results achieved. The report concludes with a summary of the work done and the prospects for the future.

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Physical examinations of all people hired for positions in the store will probably come sometime in the future. It will not be very soon because this is a matter which is a very delicate one, and is one which requires very careful consideration as to just how it should be put into operation. Examinations of this kind as a prerequisite for hiring would be a protection for the individual, the other fellow workers, and for the purchasing public.

One of the most important pieces of work of the Health Department in the future is the development of more intensive work in the prevention of illness in the store. Research work into the causes of illness will be made the basis of this effort to eliminate sickness and disability. This work of keeping the worker on the job in good physical condition is of immense benefit, not only to the company, but to the individual as well.

Exactly how far this personnel work will progress in the future, no one can now predict, because it depends on so many different things. There is no doubt but that it will go far beyond the point which it has reached now, for the person who today is going into department store work is a more intelligent and better educated person than the kind who used to go into this work ten years ago. This fact, together with the fact the general plane of business is being gradually raised, demand more than ever intensive personnel work of the highest order.

The following list of books is considered a good representative list of books to be read and studied in connection with employment practice, and in working out personnel problems. These books are used in a great many business administration schools, such as Boston University. A great many of them are also contained in the business libraries of many industrial concerns; for instance, the Jordan Marsh Company has many of these books in their library which are consulted a great deal, not only by executives of the store, but also by other people who are interested in personnel problems. The Employment Manager has a number of these books from time to time on his desk, which are frequently consulted by members of his department.

While some of these books are purely theoretical yet a great many of them are very useful in solving practical problems as they contain a great many personnel problems which arise in business, with a good theoretical background.

Such books as those written by Daniel Bloomfield, and also Meyer Bloomfield, Frank B. Gilbreth, E. D. Jones and Tead & Metcalf may be found in most any good library, particularly in up-to-date business libraries.

The first part of the paper is devoted to a general
discussion of the problem of the origin of life.
It is shown that the problem is one of the most
important in the history of science, and that it
has been the subject of many different theories.
The author then proceeds to discuss the various
theories, and to show that the most probable
one is the one which assumes that life
arose from non-living matter.

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matter.

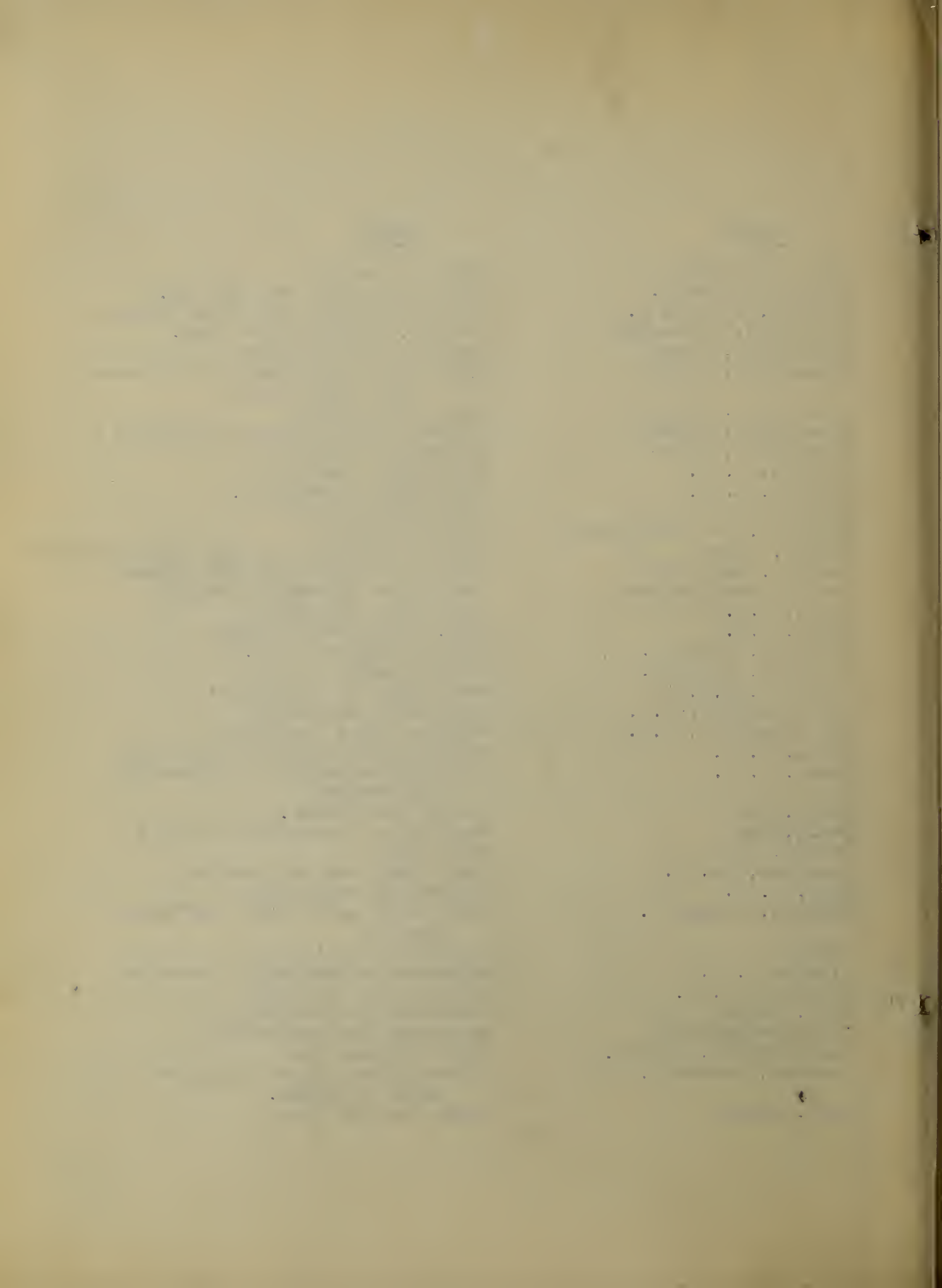
The third part of the paper is devoted to a
discussion of the problem of the origin of
man. It is shown that the problem is one of
the most important in the history of science,
and that it has been the subject of many
different theories. The author then proceeds to
discuss the various theories, and to show that
the most probable one is the one which
assumes that man evolved from non-living
matter.

The fourth part of the paper is devoted to a
discussion of the problem of the origin of
the human race. It is shown that the problem
is one of the most important in the history of
science, and that it has been the subject of
many different theories. The author then
proceeds to discuss the various theories, and to
show that the most probable one is the one
which assumes that the human race evolved
from non-living matter.

The fifth part of the paper is devoted to a
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show that the most probable one is the one
which assumes that the human race evolved
from non-living matter.

<u>Author</u>	<u>Title</u>
Adams and Sumner	Work and Wealth.
Allen, Charles F.	Instructor, Man and the Job.
Bassett, William R.	When the Workmen Help you Manage.
Blackford, Katherine	The Job, the Man, the Boss.
Bloomfield, Daniel	Employment Management
Bloomfield, Daniel	Financial Incentives for Employees and Executives.
Bloomfield, Daniel	Labor Maintenance
Bloomfield, Daniel	Problems in Personnel Management
Bloomfield, Meyer	Management and Men
Commons, J. R.	Industrial Good Will.
Commons, J. R.	Industrial Government.
Commons and Andrews	Labor Legislation
Dennison, Gay and Kendall	Profit Sharing
Diemer, Hugo	Factory Organization and Administration
Emerson, Harrington	Twelve Principles of Efficiency
Frankel and Fleisher	The Human Factory in Industry
Gantt, H.L.	Organizing for Work
Gantt, H.L.	Work, Wages, and Profits
Gilbreth, Frank B.	Applied Motion Study.
Gilbreth, Frank B.	Motion Study
Gilbreth, L.M.	Psychology of Management
Hollingsworth, H.L.	Vocational Psychology
Hollingsworth, H.L.	Judging Human Character
Hoxie, R. F.	Scientific Management and Labor
Jones, E. D.	The Administration of Industrial Enterprises
Kelly, Roy	Hiring the Worker.
Kelly, Roy	Training of Industrial Workers
Leitch, John	Man to Man
Lichtner, Wm. O.	Time Study and Job Analysis
Link, H. C.	Employment Psychology
Merrick, Dwight V.	Time Study as a Basis for Rate Setting
Morris	Employment Training
Simons, A. M.	Personnel Relations in Industry
Slichter, S. H.	The Turnover of Labor
Tead, Ordway	Instincts to Industry
Tead and Metcalf	Personnel Administration
Van Deventer, John H.	More Work per Man
Watkins, Gordon S.	Introduction to the Study of Labor Problems.
Webb, Sydney	Works Manager Today



This system of personnel management as carried on in the Jordan Marsh Company organization has been worked out very carefully to suit its needs, after investigating many other large houses throughout the country.

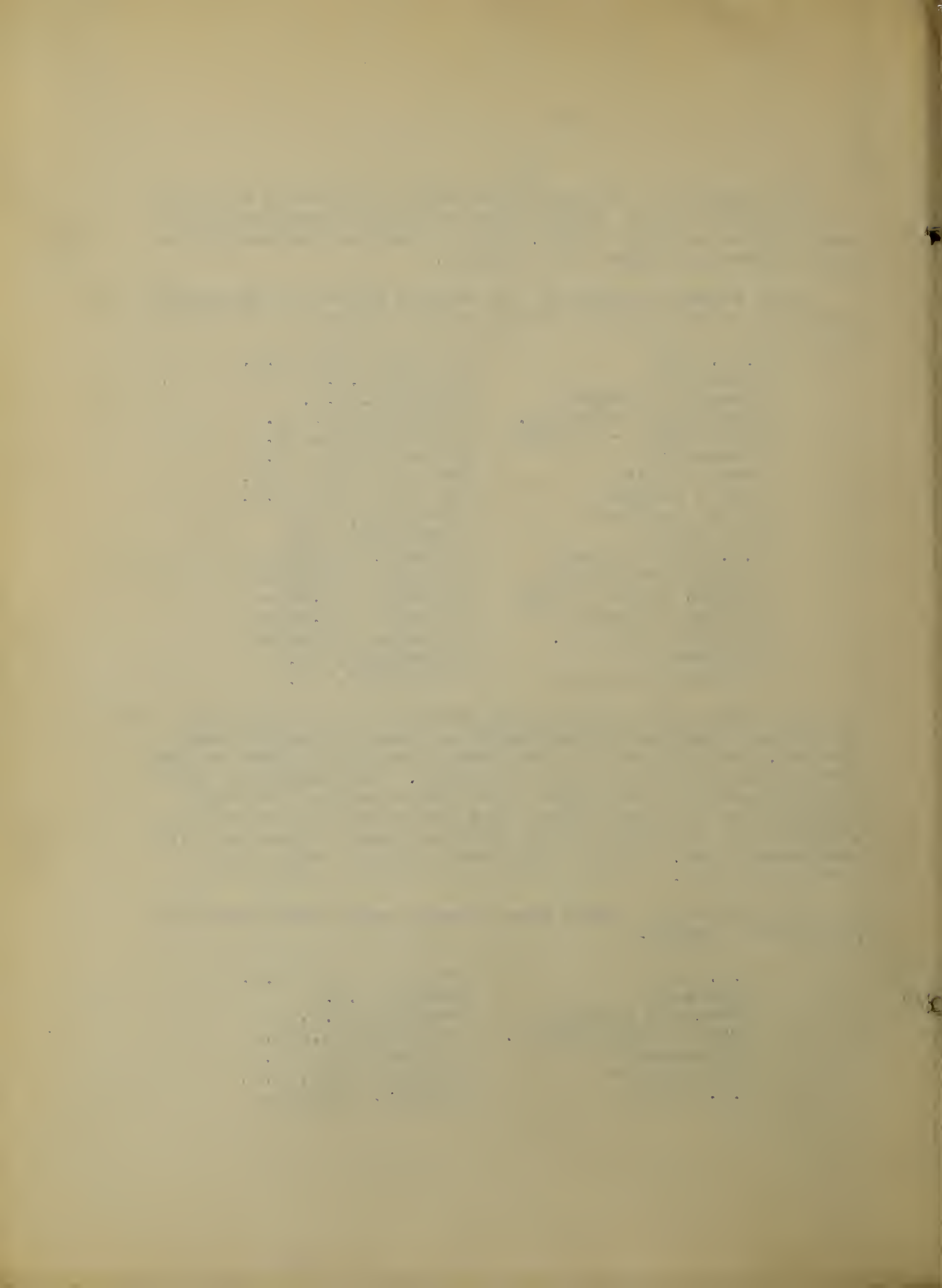
Other stores throughout the country where similar good personnel departments are found are as follows:-

R. H. Macy	New York City, N.Y.
Bamberger	Newark, N.J.
Abraham & Strauss	Brooklyn, N.Y.
Curtis Publishing Co.	Philadelphia, Pa.
Strawbridge - Clothier	Philadelphia, Pa.
Wanamakers	Philadelphia, Pa.
Lord & Taylor	New York City, N.Y.
Best & Company	New York City, N.Y.
Halley Brothers	Cleveland, Ohio
May Company	Cleveland, Ohio
J.L.Hudson Company	Detroit, Michigan
Mandell Brothers	Chicago, Illinois
Carson, Pirie & Scott	Chicago, Illinois
The Boston Store	Chicago, Illinois
Marshall Field Co.	Chicago, Illinois
Kaufmann 's	Pittsburgh, Pa.
Rosenbaum Company	Pittsburgh, Pa.

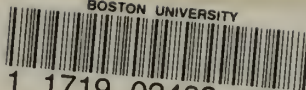
Although each one of these stores do not have a personnel system as large and comprehensive as that of Jordan Marsh Company, yet each one of them have a great many good points that can be studied to much advantage. One important point in each one of these stores to be noted is the fact that although the personnel system may not be as yet entirely complete the personnel men in each of these stores are very good executives, and are doing very splendid work along personnel lines.

The following stores have exceptionally good personnel management system:-

R.H.Macy	New York City, N.Y.
Bamberger	Newark, N.J.
Abraham & Strauss	Brooklyn, N.Y.
Curtis Publishing Co.	Philadelphia, Pa.
Wanamakers	Philadelphia, Pa.
Lord & Taylor	New York City, N.Y.
J.L.Hudson	Detroit, Michigan





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taken from this room**

